

## Human Resources Practices - RTC

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### Abstract

*In the present global human resources context, availability of qualified, trained and loyal human resources is like having a gold mine. Hence, most of the organizations establishing a strong HR department to process right profile candidate into the organization. The human element is the most important resources for organizations today, where it became the important process of human element management because other resources that lead to the success of the organization are less powerful than it was before. The basis of competitive advantage for organizations today comes only by looking at the human resources management issues. Hence, to attract highly talented human resources every organization is implementing best HRM practices.*

**Keywords:** HRM Practices – Organization and Job Information – Selection – Trg – adequate Pay – Opportunities – Benefits & Satisfaction – Rewards – Performance Appraisal

### Introduction

Among several functional managements, Human Resource Management (HRM) is very important and an integral part of all the functions of modern management. HRM is more focused on growth and development of employees and rest comes secondary. Growth and development awareness and strong desire amongst the humans has made human relations as the most important problem of modern management. Efficient and effective output from people work has become the most crucial function of all best business managers. Today, human resource management has become a highly specialized job. It permeates at all levels of modern management.

HRM means managing people and if not properly managed they become problem. HRM involves all managerial decisions, plans, policies and practices that influence human resources directly.

HRM is a process starting with recruitment pass through several phases and ends with super anuation. These activities include human resource planning, recruitment, selection and placement, induction, training and development, promotion, transfer, rewards, incentives, performance appraisal, compensations and benefits, motivations,

communications, social security, safety and health, etc.

The research has considered five important elements under which all HRM elements will be covered. They are namely HR Practices, Perceived Organizational Support, Employee attitude and Behaviour, Affective and Normative commitment and Discretionary Behaviour

### Review of literature

The researcher though aware of the limitation that it is difficult to cover each and every work on the subject, had made sincere attempt to bring a comprehensive view touching various facets of HRM.

1. (Johnason, 2009) Human Resource Management (HRM or HR) a strategic approach to managing people effectively in any organization so as they assist businesses to gain and prosper on competitive advantage is Human Resource Management. It has been designed in a manner to get the most out of the employees in service according to the strategic objectives of the employer.
2. (Opatha, 2010), Human resource management can be defined as the efficient and effective utilization of human resources (HR) for achieving the goals of any organization.

3. (Gerhart, 2000) The efficient and effective deployment of HR requires bundles of HRM practices. HRM practices are the actual HR programs, processes and techniques that actually get implemented in the organization or business unit
4. (Collings, 2009) HR is concerned primarily with managing the people of the organizations, keeping the focus on policy and systems of the organization
5. Paauwe, 2009) HR departments are responsible for the administration of employee-benefits design, employee recruitment, training and development, and Reward management, Performance appraisal (e.g., managing salary and benefits system).
6. (Ling, 2010) It is essential for any organization to espouse supportive HRM practices that motivate and encourage all employees to be innovative and creative
7. Member, 2009) late 20th-century transportation and communications advances greatly smooth the progress of workforce collaboration and mobility. Thereby Corporations embark on viewing employees as their asset. In 1998 ASPA changed its name to Society for Human Resource Management (SHRM), consequently "Human resources management" became the governing term for the function.

**Research Gap:**

After reviewing various earlier research articles and thesis works it is understood that HRM practices varied in organizations. There is no specific study pertaining road transport has been undertaken considering opinion of the existing employees HR Practices, Perceived Organizational Support, Employee attitude and Behaviour, Affective and Normative commitment and Discretionary Behaviour. Hence, the same is considered as research gap.

**Objective:**

To assess the overall opinion of the respondents on Human Resources Practices in RTC

**Research Methodology:**

The study is based on both primary data and secondary data.

- a) Primary Data: Primary data is collected through a well structured and pilot tested questionnaire.
- b) Secondary Data: Secondary data is collected from various sources like APSRTC Web site, office records, respective state government RTC records and ministry of transport, Government of India and other related organizations.

**Sample size:** The total sample size considered for analysis is 794 respondent questionnaires namely 1. Class I Officers 2. Class II Supervisors 3. Class III employees 4. Class IV employees

**Type of Sampling:** Convenience sampling

**Statistical methods used:** 1. Correlation test 2. Data Normality test 3. Analysis of the Factors 4. Factor Analysis 5. Kruskal wall list 6. Mann whitney U test 7. Reliability test

**Data Analysis and discussion**

- Organization places right man at right job: Among the respondents 92.7% have agreed to strongly agreed with the statement. i.e RTC's HRM policies and practices are very strong.
- Adequate and relevant information about the organization and job is provided to the candidate at the time of recruitment: Around 83.7% of the respondents have agreed to strongly agreed with the above statement.
- Selection of a candidate in our organization is strictly based on his/her merit: No doubt around 81.1% have agree to strongly agreed with the above statement. However, in rest of the sample 14% are neutral and 6% have not agreed.
- The training needs of the employees in our organization are assessed on the basis of their performance appraisal: Training needs will be planned on the basis of performance of the employee. Therefore, 84.6% of the respondents agreed to strongly agree that RTC strictly practice the above said statement.
- Training in our organization includes social skills, general problem-solving skills and broad knowledge of the organization and business: Every organization works for wealth maximization. However, RTC being service organization blended in every service it offer and hence training manual includes

the above said. With the above statement 83.9% have agreed to strongly agreed.

- The contents of the training programs organized are always relevant to the changing needs of our jobs and our business: With the above statement 90.1% have agreed to strongly agreed.
- We are being paid adequately for the work we do: It is the minimum need and desire of any employee in any organization where RTC is no different. With this statement 85.9% of the chosen respondents have agreed to strongly agreed i.e they are satisfied with the existing pay structure but at the same time recognizing their efforts if any monetary benefit is arranged it would be a great motivating factor.
- Pay increments offered by our organization are satisfactory: 83.2% of the respondents have agreed to strongly agreed that the pay increments offered are satisfactory.
- Adequate growth opportunities are available in our organization for those who perform well: Any organization once experience stagnation in growth leads to fall in performance appraisal. However, in RTC it is not as 87.4% respondents agreed to strongly agree with the above statement
- We are satisfied with the benefits we receive: As much as 86.4% of the respondents have agreed to strongly agreed with the above statement.
- Our organization makes all payments due to us in time: 86.7% of respondents have agreed to strongly agreed that their organization makes all payments due to employees in time.
- The existing reward and incentive plans motivate us for better performance: 81.5% participants in the survey have agreed to strongly agreed that the above statement is true in RTC and because of which APSRTC has won so many awards at National and International dais
- Our organization appraises the performance of its employees at regular intervals: Regular performance appraisal is part n parcel of the HRM dept towards the same 84%

respondents have agreed to strongly agreed that their organization regularly appraises performance

- Performance appraisal in our organization aims at improving employee performance and strengthening our job skills: The very objective of performance appraisal is to improve the performance of the employee. RTC practicing the same and 86% of the participants in the survey agreed to strongly agreed with the above statement
- Rewards and incentives are fairly distributed in our organization: 86.1% of the respondents have fairly agreed to strongly agreed that rewards and incentives policy at RTC is very clear and transparently distributed
- Rewards in our organization are strictly linked to employee performance: Rewards are no doubt a highly motivating factor to the employees where 86.8% of the participants in the survey have agreed to strongly agreed that in RTC policy linking rewards linked with performance.
- Performance appraisal at our organization undertakes to identify the developmental needs of its employees to help them attain their career goals: At RTC Performance appraisal also linked with developmental needs and through which helps them attain their respective career goal where 85.4% of the respondent employees are happy and have agreed to strongly agree with the above statement.

**Descriptive Analysis:**

Descriptive Statistics					
	N	Mini mum	Maxi mum	Me an	Std. Devia tion
HR Practices	7 9 4	1.71	5.00	4.29 31	.6992 7
Perceived Organizational Support	7 9 4	1.00	5.00	3.85 84	.9041 9
Employee attitude and Behaviour	7 9 4	2.00	5.00	4.16 26	.6422 8

Affective and Normative commitment	794	1.00	5.00	3.6623	.92195
Discretionary Behaviour	794	1.00	5.00	4.0865	.76815
Valid N (listwise)	794				

Note: All factor values range from 1 to 5 and Mean value of all factors are above 3.5 which indicate that employees are agreeing towards the statements in the questionnaire and variation is less as Standard Deviation is below 10.

Correlations						
		H R Practices	Perceived Organizational Support	Employee attitude and Behaviour	Affective and Normative commitment	Discretionary Behaviour
H R Practices	Pearson Correlation	1	.343	.574	.553	.335
	Sig. (2-tailed)		.000	.000	.000	.000

**Table is self explanatory**

After the respondents’ opinion is analyzed, it can be observed that on an average 80% agreed that all the statements related to HRM policies and practices at RTC are good. However, at the same time at an average remaining 20% have become neutral or not agreed.

**Conclusion:**

In any organization satisfying each and every employee 100% is practically not possible. However, through personal interview it is understood that though overall policy is good, somewhat fine tuning is required for the policies and also during the implementation. Overall, Human Resources Practices is highly accepted by the employees across all the hierarchical levels in RTC. There is a correlation

among the HRM practices and other identified variables.

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