

Recruitment and Selection Practices in TSRTC – An Evaluation

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Abstract-The main focus of human resource management invariably is on talent management. Talent management is a conscious, deliberate approach to attract, develop and retain people with the aptitude and abilities to meet current management must recognize the contributions of human capital, develop them into and future organizational needs. The excluding a few empirical studies on HRM in transport undertakings in general and the TSRTC in particular, are conspicuous by their absence. In the wake of liberalized industrial policy of the state government, the public-sector Undertakings (PSU's) including the TSRTC faces many human power challenges. Liberalization has opened doors to private sector. The involvement of private operators in the bus fare scheme in Telangana State is competing with TSRTC. In order to respond to those challenges, the TSRTC must make necessary adjustments in the recruitment and selection policies and practices. The present study is an attempt in this direction.

Key words: Recruitment, Selection and TSRTC

INTRODUCTION

Human resource management focuses on organizational policies, practices and norms, and systems that influence employee behavior, attitudes and performance. Dynamic balanced human beings in order to use their real potentials, and offers a new set of opportunities to the human resource in the organization. Human resource management encompasses all the managerial decisions and actions that directly affect or influence people as members of the organization rather than as job-holders.

The main focus of human resource management invariably is on talent management. Talent management is a conscious, deliberate approach to attract, develop and retain people with the aptitude and abilities to meet current management must recognize the contributions of human capital, develop them into and future organizational needs. It involves individual and organizational development in response to a changing and complex business environment. It

demands the creation and maintenance of a supportive and people oriented organizational culture.

HRM is the application of management principles to management of people in an organization. HRM includes people related functions as hiring, training and development, performance review, compensation, safety and health, welfare, industrial relations etc. HRM necessitates alignment of policies and practices with the organization strategy are both corporate as well as functional. HR executive required to formulate and implement business strategies. The key HRM functions together with policies, programmes and practices have been identified like: Planning, staffing, developing, monitoring, maintaining, managing relations, managing change and evaluation. HR functions deliver global and local initiatives around work-life balancing programmes, workplace diversity management initiates and institutionalized employee engagement activities, culture building actions, telecommunicating practices and handling temporary and contract workers' addition to the standards determines the HR department structure.

NEED FOR THE STUDY

The employees are the precious elements of any organization and growth of it depends on them. Hence, it is necessary to take necessary care for their survival, growth and development. Under human resource management, employees are treated as main to ability, strength, competence, skill, creativity, knowledge, attitude, values, beliefs, talents and enthusiasm to be utilized for accomplishment of any kind of organizational to reach the objectives. Organizations use many resources other than human resources, among all resources; employees are the most vital and play crucial role in management process which involves working with human beings. Possession of knowledge by the people makes the crucial and important. People with knowledge give

competitive edge over rivals. Employees with knowledge are specific value to the transport organization.

The excluding a few empirical studies on HRM in transport undertakings in general and the TSRTC in particular, are conspicuous by their absence. In the wake of liberalized industrial policy of the state government, the public-sector Undertakings (PSU’s) including the TSRTC faces many human power challenges. Liberalization has opened doors to private sector. The involvement of private operators in the bus fare scheme in Telangana State is competing with TSRTC. In order to respond to those challenges, the TSRTC must make necessary adjustments in the recruitment and selection policies and practices. The present study is an attempt in this direction.

Objectives of the Study:

The main objective of the study is to understand and analyse the recruitment and selection policies and practices in Telangana State Road Transport Corporation.

Research Methodology:

The descriptive research methodology is used to present study. This study mainly based on primary data. To have a clear first-hand information and understanding about the study, the researchers has made a number of visits to the Administration Offices, HRM department, Training centres, Union Offices, Depots and various Bus Stations during survey. The questions and statements used during the survey for the collection of information.

The TSRTC comprises 6 zones namely Hyderabad Zone, Karimnagar Zone, Nellore Zone, Vijayawada Zone, Vijayanagaram Zone and Cuddapah Zone. At

first stage, all Zones have been selected on census basis. At second stage, two regions from each zone were selected on purposive sampling basis. While choosing depots, two depots from each zone were selected (6 x 2=12 depots), to these depots, workshop at Uppal, Body Building Unit (BBU) at Miyapur and Administrative office at Musheerabad including medical services at Taranaka, Hyderabad were added to the sample design of workers. Thus, the total sample comprises 15 units (i.e. 12 depots plus workshop, BBU and Administrative Office). From each selected unit, 20 workers were packed up again on purposive sampling basis to represent various categories of workers i.e. conductors, drivers, mechanics and others. On this basis, a total sample of workers arrived at is 300.

Evaluation of Recruitment and Selection Policies and Practices in TSRTC:

Recruitment policy of any Organisation is derived from the personnel policy of the same Organisation. Recruitment policy should commit itself to the organization’s personnel policy like enriching its human resources or serving the community by absorbing the weaker sections and disadvantaged people of the society, motivating the employee loyalty to the organisation by absorbing the retrenched or laid-off employees or casual/temporary employees or dependants of present/former employees etc. An attempt is made here with a view to assess employees’ perceptions on recruitment mode and policy in TSRTC. The perceptions of executives have been analysed. The Likert’s five-point scale (5=Fully Satisfied, 4=Satisfied, 3= Undecided, 2=Dissatisfied and 1= Fully Dissatisfied) is used to measure level of satisfaction and presented in Table – 1.

Table –1: Recruitment Mode and Policy in TSRTC

Sl.	Preference		5	4	3	2	1	Total
1	Extent of satisfaction with regards to methods of Recruitment	No.	23	43		5		71
		%	32.39	60.56		7.05		100
2	Level of Satisfaction on recruitment procedure of dependent employees	No.	11	43		14	2	70
		%	15.49	60.56	1.41	19.72	2.82	100
3	Degree of satisfaction towards overall recruitment policy	No.	12	50	4	5		71
		%	16.9	70.42	5.63	7.05		100
Total		No.	46	136	5	24	2	213
		%	21.6	63.85	2.35	11.26	0.94	100

Source: Primary Data.

Table – 1 data indicates that the above data in table, 43 Executives (60.56 percent) responded to the extent of satisfaction with regard to methods of recruitment as

‘satisfied’ and 23 Executives (32.29 percent) as ‘fully satisfied’ and only 5 Executives viewed dissatisfaction towards methods of recruitment in TSRTC. With regard

to existing recruitment procedure regarding dependents of employees in TSRTC, 43 Executives (60.56 percent) responded ‘satisfied’ and 11 Executives (15.49 percent) as ‘fully satisfied’. However, 14 Executives (2.82 percent) ‘fully dissatisfied’. Only 1 Executive gave his response as ‘undecided’. 179 workers (95.49 percent) expressed their satisfaction and 32 workers (10.67 percent) responded ‘fully satisfied’.

Level of Satisfaction towards methods of recruitment in TSRTC

Any Organization which does not set up an effective system for handling recruitment is likely to put at risk its financial health in the immediate short-term. Which under normal circumstances would be referred to Board level for approval of financial transactions? In this direction an attempt has been made to analyse and discuss the extent of satisfaction with the methods of

recruitment in TSRTC. In this connection, there is need to study the Recruitment methods which are implementing by TSRTC are satisfying the executives, workers and Trade Union Leaders. Table – 2 presents the levels satisfaction towards recruitment methods of TSRTC.

The data in Table – 2 shows that the only one Executive responded in the age group of 20-30 expressing satisfaction with the methods of recruitment in TSRTC. As far as workers are concerned in the age group of 20-30, the range in between 18-20 totalling to 38 as a whole, 20 Workers responded showing ‘satisfaction’ with the methods of recruitment adopted in TSRTC. There is no Trade Union Leaders in the age group 20-30. It is observed that the age group 30-40, the total number of Executives responded is 17 out of whom the scores recorded ranged between 1-11 and whose percentages are 1.41 to 15.49 respectively.

Table – 2: Level of Satisfaction towards Recruitment Methods of TSRTC

Respondents Score Category wise	Age in Years									
	20-30	%	30-40	%	40-50	%	50-60	%	Total	%
5 – Fully Satisfied										
Executives	--	--	4	5.63	4	5.63	3	4.23	11	15.49
Workers	5	1.67	99	3.00	12	4.00	6	2.00	32	10.67
Trade Union Leaders	--	--	--	--	--	--	--	--	--	--
4 – Satisfied										
Executives	--	--	6	8.45	15	21.3	22	30.99	43	60.56
Workers	18	6.00	59	19.7	77	25.7	25	8.33	179	59.67
Trade Union Leaders	--	--	--	--	3	10.0	1	3.33	4	13.33
3 – Undecided										
Executives	--	--	1	1.41	--	--	--	--	1	1.41
Workers	9	3.00	9	3.00	7	2.33	3	1.00	28	9.33
Trade Union Leaders	--	--	--	--	2	6.67	--	--	2	6.67
2 – Dissatisfied										
Executives	--	--	5	7.04	5	7.04	4	5.63	14	19.72
Workers	6	12.0	14	4.67	13	4.33	16	5.33	49	16.33
Trade Union Leaders	--	--	6	20.0	9	23.3	5	16.67	20	66.67
1 – Fully Dissatisfied										
Executives	1	1.41	1	1.41	--	--	--	--	2	2.82
Workers	--	--	2	0.67	4	1.33	6	2.00	12	4.00
Trade Union Leaders	--	--	1	3.33	2	6.67	1	3.33	4	13.33
Total										
Executives	1	1.41	17	23.9	24	33.8	29	40.85	71	100
Workers	38	12.7	93	31.0	113	37.7	56	18.67	300	100
Trade Union Leaders	--	--	7	23.3	16	53.4	7	23.33	30	100

Source: Primary Data.

Eleven Executives expressed ‘Satisfaction’ and 5 Executives felt ‘Fully satisfied’ with the methods of recruitment in the TSRTC. Only one Executive said that he is dissatisfied. As far as Trade Union Leaders are concerned, this age group has a total of 7 Trade

Union Leaders out of whom 5 Trade Union Leaders were satisfied. One Trade Union Leader expressed dissatisfaction and other was undecided. In the age group of 40-50, the total Executives responded were 24 of whom 2 Executives expressed dissatisfaction.

However, 14 Executives responded in favour of satisfaction and another 8 expressed they were fully satisfied. As far as Workers are concerned, two Workers expressed they were 'undecided' and another 10 Workers expressed dissatisfaction and 3 workers were fully dissatisfied.

In this age group expressed that they were satisfied and another 26 workers expressed they were fully satisfied with the methods adopted for recruitment in TSRTC. The total Trade Union Leaders who responded in this age group were 16 out of whom 10 Trade Union Leaders expressed satisfaction with the method of recruitment. However, 5 Trade Union Leaders declared that they were dissatisfied. One Trade Union Leader was undecided. In the age group of 50-60, a total of 29 executives responded of whom 10 Executives asserted. Fully satisfied' and 17 Executives

'Satisfied'. However, two Executives showed dissatisfaction.

As far as Workers are concerned, 29 Workers (9.67 percent) responded to 'Satisfaction' and 18 Workers (6.00 percent) responded to 'fully Satisfied'. 7 Workers answered that they were 'dissatisfied' and another 2 Workers replied they were 'undecided'. Trade Union Leaders I this age group is 7 among whom 2 Trade Union Leaders expressed 'Satisfaction' against another 5 respondents who opined dissatisfaction towards the policy of recruitment.

Methods of Selections of Employees in TSRTC

An attempt is made here to analyse the opinions of employees on the methods of selection adopted and the extent of satisfaction on selection polices in TSRTC are shown in Table 3.

Table – 3:

Opinion of Executive Employees towards Method of Selection in TSRTC

Sl.	Response /Score		5	4	3	2	1	Total
1	Employee's opinions with regard to selection methods adopted (%)	No.	14	52	3	2		71
		%	19.7	73.2	4.23	2.82		100
2	Extent of satisfaction on selection policies (%)	No.	11	52	2	6		71
		%	15.5	73.2	2.82	8.45		100
Total		No.	25	103	5	8		141
		%	17.6	72.6	3.85	5.93		100

Source: Primary Data.

The data in Table – 3 reveals that the employees on selection methods, the scores varied from 2.52. In a total of 71 Executives, 52 Executives comprising 73.21 percent are in favour of Satisfaction and 14 Executives (19.72) in favour of 'Fully satisfied' with respected to the selection process adopted in TSRTC. Two Executives responded for 'Dissatisfaction' whereas three Executives expressed they were 'Undecided'.

The selection is the process by which an Organisation chooses from a list of screened applications, the person or person who best meet the selection criteria for the position available. In this direction, attempts are made to analysis and discuss their opinions with regards to selection methods adopted in TSRTC. The opinions of the Executives, Workers and Trade Union Leaders are tabulated as per the age group and analysed in simple percentages of each category in relation to total. The detailed information is presented in Table 4.

Table – 4: Level of Satisfaction towards Selection Method adopted by TSRTC

Respondents scores Category wise	Age in Years								Total	%
	20-30	%	30-40	%	40-50	%	50-60	%		
5 – Fully Satisfied										
Executives	---	---	4	5.63	6	8.45	4	5.63	14	19.72
Workers	10	3.33	17	5.67	22	7.33	15	5.00	64	21.33
Trade Union Leaders	---	---	---	---	2	6.67	---	---	2	6.67
4 – Satisfied										
Executives	1	1.41	11	15.49	16	22.53	24	33.80	52	73.24
Workers	23	7.67	62	20.67	76	25.33	38	12.67	199	66.33
Trade Union Leaders	--	---	5	16.67	5	16.67	2	6.67	12	40.00

3 – Undecided										
Executives	---	---	1	1.41	1	1.41	1	1.41	3	4.23
Workers	3	1.00	8	2.67	2	0.67	---	---	13	4.33
Trade Union Leaders	---	---	1	3.33	---	---	---	---	1	3.33
2 – Dissatisfied										
Executives	---	---	1	1.41	1	1.41	---	---	2	2.82
Workers	---	---	6	2.00	10	3.33	3	1.00	19	6.33
Trade Union Leaders	---	---	1	3.33	9	30.00	5	16.67	15	50.00
1 – Fully Dissatisfied										
Executives	---	---	---	---	---	---	---	---	---	---
Workers	2	0.67	---	---	3	1.00	---	---	5	1.63
Trade Union Leaders	---	---	---	---	---	---	---	---	---	---
Total										
Executives	1	1.41	17	23.94	24	33.80	29	40.85	71	100
Workers	38	12.67	93	31.00	113	37.67	56	18.67	300	100
Trade Union Leaders	--	--	7	23.33	16	53.34	7	23.33	30	100

Source: Primary Data.

The data in table 4 reveals that in the age group of 20-30, only One Executive responded and he expressed his satisfaction to the selection methods adopted in TSRTC. Among 38 workers, 23 Workers responded to 'Satisfaction' and another 10 Workers indicated they were 'Fully satisfied'. However, two Workers responded to 'Fully dissatisfied'. There is no Trade Union Leaders in the age group. In the age group of 30-40 the total number of Executives responded accounted for 17 out of whom 11 Executives and 4 Executives expressed 'Satisfied' and 'Fully satisfied' respectively. One each responded for 'Undecided' and 'Dissatisfaction'. Out of 93 Workers, 62 Workers responded to 'Satisfaction' and 17 responded to 'Fully satisfied' in this age group. However, 6 Workers expressed their 'Dissatisfaction' and 8 Workers remained 'Undecided'. The Trade Union Leaders responded in this group accounted for 7 of who 5 expressed satisfactions. However, one each expressed 'Dissatisfaction' and 'Undecided' respectively.

In the age group of 40-50, the total number of Executives responded were 24 of which most of the expressed 'Satisfied'. As far as Workers are concerned in a Total of 113 who responded in this age group, majority of them agreeing with the opinions of Executives, i.e., 76 Workers opined they were 'Satisfied' and 22 Workers were 'Fully satisfied'. However, a small section of workers has not agreed. 10 Workers showed 'Dissatisfaction' and 3 'Fully dissatisfied'. In this age group, from among 16 Trade Union Leaders 2 expressed 'Fully satisfaction' and 5

responded to 'Satisfaction'. However, the remaining Trade Union Leaders did not agree with this. 9 Trade Union Leaders responded to 'Dissatisfaction' the remaining responded to 'Fully dissatisfied'. In the age group of 50-60, 24 Executives responded to 'Satisfaction' and 4 respondents were 'Fully satisfied', out of a total of 29 Executives. One Executive remained 'Undecided'. From among 56 Workers, 15 responded to 'Fully satisfied' and 38 were 'Satisfied'. However, 3 Workers in this group expressed 'Dissatisfaction'. Trade Union Leaders responded in this group accounted for 7 of which 5 Trade Union Leaders expressed that they were 'Dissatisfied' and other two felt 'Satisfied'.

Findings of the Study

- The recruitment of the officers is not regular basis. It has an effect on the present executives sharing additional responsibility. But then the corporation is making regular recruitment in the category of conductors and drivers. 36.62 of executives and 69.67 of workers and 30 of trade unions leaders aspired for employment in the TSRTC for the reason of employment.
- Any organisation that does not set up an effective system for feeding recruitment is likely put to at risk its financial healthy sums of money in the immediate short term which under normal circumstances would be referred to the board level for approval. In this direction a sincere study undertaken to analyse and discuss the extent of

satisfaction among the employees and the employer with the methods of recruitment in TSRTC.

- With regard to the degree of satisfaction towards overall recruitment policy adopted in TSRTC, 70.42 percent of Executives, 20.33 percent of worker and 50 percent of trade union leaders are fully satisfied with the recruitment mode and policy. 60.56 of Executives, 59.69 of workers and 13.33 percent of trade union leaders expressed their satisfaction towards the extent of satisfaction with the existing recruitment procedure regarding employment of their dependent.
- It is imperative for the prosperity of an organisation that timely and regular recruitment should be made in all cadres of employees. Whenever new technology is introduced, suitable persons may be recruited monetary benefits may be increased to the employees, in accordance with their efficiency and timescale.
- With regard to the methods adopted for the selection of employees in TSRTC, all the respondents comprising Executives, Workers and Trade Union Leaders have unanimously expressed that the written test and oral interviews are the only methods to be adopted scrupulously. Further, they agreed that the written test and practical tests on road and relevant field are vital for selection.
- Selection is the process by which an organisation chooses, from a list of screened applicants, the person or persons who best meet the selection criteria for the position available. In this direction here an attempt has been made to analyse and discuss the opinions with regard to selection methods adopted in TSRTC. The opinions of the Executives, Workers and Trade Unions Leaders are tabulated as per age group and analysed in simple percentages of each category in relation to total.

Reasons for dissatisfaction with the selection policy in TSRTC

- a) No maintenance of common seniority.
- b) Marks for lengthy service, is not a correct method.
- c) Frequent changes in policies
- d) Age factor shall be given more weight age for conductors.
- e) Seniority is totally whimsical.

- f) No proper method to select efficient and sincere supervisors.
- g) RTC is not implementing its own rules.

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