

Human Resource issues in Kerala state Road Transport Corporation

Sanesh.c*

Abstract

The Kerala state road transport corporation is the state owned bus transportation corporation in Kerala. Nowadays KSRTC in news headlines due to their organizational management issues in several angles. KSRTC employees are not at all satisfied with the current organizational performance. A lot of employee related issues are affecting operational performance of KSRTC. In this context it is better to understand the various personnel management strategies adopting by the ksrtc and its relative issues.

Key words: *EPRM, Fleet, Grievance Handling*

Introduction

Kerala State Road Transport Corporation started its operation in the year 1965 under Road Transport provisions Act 1950. At present the corporation has 5988 schedules and 5973 buses in March 2015. The average earnings per running kilo meter works out to be around 31.15 and the average earnings per bus works out to 10253. The corporation functions with 5 zones and 93 depots. Paid up capital of the corporation is around 600 crores and accumulated loss of Rs.3000 crores. Monthly income of the corporation is around 150 crores with monthly expense of 240 crores.

Literature Review

Many research works happened in the related field at national and international level. Following literature review will tell about us the study happened in this field.

Andries du Plessis, Andrew Hobbs, Rebecca Marshall and Sherrol Paalvast (June 2008)

“In 21st century it necessary for organization that they should develop their competitive Advantage and for this fulfillment of the need HR functions and activities should assist the organization. for surviving in global market and for meeting changing demand of customer HRM should give stress on proper recruitment and selection, development of employees and their career development opportunities ”

*Assistant Professor, Sri Vyasa NSS COLLEGE, Wadakkanchery, Thrissur, kerala, India

Arrey Mbongaya Ivo (2006)

“This study specially focus on the concepts of Hard and Soft approaches to Human Resource Management, Hard HRM gives emphasis on employee’s compliance, quantitative output, Managers, task and development of the organization on other hand Soft HRM emphasis on Flexibility, negotiation, performance quality recognition of environment and rights in employment relation”

Ashok Som (2008)

“Initially author give reference about liberalization period of India and then the direction of study is to see significance of innovative HRM Practices and to see whether it is really effective for enhancing performance of the organization”

Basraj Benni, amardeep . Jadhav (2012)

“The objective behind this study is to evaluate performance of the depots and to prepare rank of depots on the basis of performance, for such evaluation author has decided some indicators of performance like no. of buses, no. of schedules, profit margin per bus etc and after analysis of data author gave a rank of 12 depots and also suggest for deliberate policy action.”

Chatterjee, S. R. (2007)

“India is developing from economic point of view and it happening because of growth in inputs specially in labor, but on other hand still training and development program in India is undeveloped form skill and value development point of view ,career planning has limited scope,another side of this aspect is some organizations are adopting effective policies regarding employees like „Wings Within in Wipro etc.”

Dana B. Minbaeva (2005)

“This research is aim at to determine the effect of Human Resource Practices on Knowledge transfer. For study author take in consideration four functions of HRM like manpower planning, performance appraisal, reward system and career management, and the effect of these factor on knowledge transfer if positive ,it a conclusion of author”

Statement of the problem

The successful running of any organization depends upon the human resource which are guiding and running the organization. There is no exception regarding transportation industry

in this angle. Human beings are very different by their nature and it is not easy to manage them well. They are valuable assets in any organization with out understanding their feelings no organization can move well. Human resource management is a function in organizations designed to maximize employee performance of an employer's strategic objectives. *HR* is primarily concerned with the management of people within organizations, focusing on policies and systems. The importance of HRM in public transport corporations due to the large number of fleet service with big number of employees covering almost the entire population of the state. It brings about a number of issues relating to recruitment and selection of right people, their training and development, superior – subordinate relationship and employment relations. These practices lead to employee grievances. If the grievance management is not appropriate there is more possibility for industrial unrest.

KSRTC had total employee strength of 34726. KSRTC following centralized administration structure with good amount of intervening trade union activities, unqualified and incompetent persons are handling key posts in organization and continue to plague the Kerala State Road Transport Corporation (KSRTC), nowadays KSRTC in deep financial crisis. KSRTC employees owing allegiance to the Centre of Indian Trade Unions (CITU)-affiliated Kerala State Road Transport Employees Association (KS RTEA) and the Congress-affiliated Transport Democratic Front (TDF) in the Kerala State Road Transport Corporation (KSRTC) will go on a dawn-to-dusk token strike. The main demands raised by various trade unions in the corporation were a permanent settlement solution to the disbursement of pension to the pensioners. The corporation had not paid the pension for the past four months. They are also demanding Government intervention in the matters regarding the daily operation of KSRTC and welfare of employees. The corporation continuously diverting the amount collected from employees from their salary cuttings for various payments like insurance and Provident fund. Under this context this research paper tries to access the human resource related issues in KSRTC.

Objective of the study

1. To understand the human resource management policy adopted by KSRTC.
2. To analyze the various employees related issues facing by the KSRTC.

Methodology of the study

This research paper is theoretical in nature and uses only secondary data from various sources like newspaper, magazines, other published works and websites.

Role of Human resource department in KSRTC

There is formal Human resource Department established in the KSRTC to concentrate on employee related issues. Their function as follows.

1. Advising the management in formulating Personnel Policies, manpower planning, Employee selection, recruitment and training etc.
2. Introduction of scientific and systematic performance appraisal system of employees
3. Wage and salary administration
4. Managing problems in Labour-management relations
5. Maintenance of employee records
6. Management of the time keeping system
7. Execution of the employee welfare measures organized by the corporation
8. Formulating training plans and its implementation
9. Supervision of Grievance handling procedures

All vacancies arising in staff categories in KSRTC are filled through PSC. Recruitment to managerial and professional posts shall be filled by selection from application received through sufficient advertisement in newspapers. Filling of vacancies arising in all other posts outside the purview of PSC is done through candidates sponsored by Employment Exchanges. In such cases filling up of vacancies by inviting applications through advertisements in newspapers should be done only after obtaining 'Non-Availability Certificate' from the Employment Exchanges'. In this, employees are appointed on a contract basis for a specified period. In order to confer training to employees in KSRTC, there is a Staff Training Centre (STC) at Trivandrum headed by a Principal. Both internal and external training methods are followed by KSRTC. Induction training is provided to employees soon they are admitted to the corporation. Refresher training will be given to them at irregular intervals and at the time of promotion. In KSRTC, a Confidence Report on every employee is maintained by the Personnel Department and is verified (3 year Confidence Report) at the time of promoting an employee from lower cadre to upper cadre. Like many other SLPEs seniority is the major consideration in KSRTC for conferring promotion to an employee.

Human resource related issues in KSRTC

Following are the main employee related issues we can spot out from the current administration of KSRTC.

Under qualified Top management

In a total of five Executive directors three are not even graduates and one executive director with SSLC. KSRTC managing by unqualified hands is the main issue we can sort out from here. This will affect the general administration of the corporation and will affect the reform measures introducing for the revival of debt trapped organization.

Lack of administrative experience for the mid tier employees

KSRTC considering their depots as strategic business units but unfortunately these strategic business units are managing by personnel's who don't have any administrative experience. The District Transport officer/Assistant transport officer is a promotion cadre for ticket inspectors their job profiles does not include any administrative aspects. There is a requirement of competent personnel's in these posts.

Lack of professionalism in the organization

KSRTC is a big organization had annual turnover nearly 2000 crores and expenditure amounts to 3000 crores. But even now no chartered accountants and finance experts appointed for managing this issue.

Absence of scientific training to employees

Even though KSRTC had in house training wings to train their employees in these training centers they are following un scientific methods of training. ksrtc doesn't have a research wing to introduce innovations.

Higher level of trade union activism

Like any other industrial segment in Kerala KSRTC had to face highly political trade union activism during their operation. The main reason behind this issue is ksrtc doesn't have a grievance handling mechanism to solve the employee related issues. Employees may feel that with out joining trade union activities they may be isolated from other colleagues.

Conclusion

Kerala state Road Transport Corporation is running through turbulent times. The closure of KSRTC will certainly affect all segments of the society including employees and general public. For the sound existence of the corporation a number of revival measures should be

carried out in the organization. Employees are the brand ambassadors of this corporation with out handling human resource related issues KSRTC can't survive in future.

References

1. Khan K.R. (2002). *Transport Management*. 1st ed. Mumbai: Himalaya Publication.
2. Dr.V.M Gopala Menon (2013) financial crisis and revival package report submitted to Government of Kerala
3. Rajeshwari, Gundam. "Public Sector Performance of State Road Transport Corporation, ISBN: 81-7024-958-918170249589, New Delhi
4. Rao, Rajeshwar K. "Organisation and Management of A.P.S.R.T.C", Research Thesis.
5. A Study of the Performance of State Road Transport Undertakings, Planning Commission, Govt. of India. 1955
6. Alan, T Murrey. (2001) Strategic analysis of Public Transport Coverage- Socio Economic Planning Science, Vol.35, Issue 3, pp.175-188.
7. Aggarwal, D.V. (1987), Manpower Planning, Selection, Training and Development, Deep n Deep Publications, New Delhi
8. Flippo Edwin B. (1984), 'Personnel Management', McGraw-Hill, International Editions, 6th Edition, New York.
9. Ahuja K.K. (1998), 'Human Resource Management', Kalayani Publishers, Ludhiana.
10. Bahl, K.T. (2002), 'Human Resource Management' Tata Mc Graw Hills, Fifth Edition.