

A Comparative Study of Human Resource Development Practices of UPSRTC & APSRTC



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Abstract

Human resource is an important resource which creates USP in any organization. A team of competent human resource is a strong base of any organization. Few decades before, financial performance showed the strength of any organizations but now the scenario has been changed, competent human resource has become an important component of growth. It becomes essential to maintain their ability and motivate them regularly so that they can perform effectively and efficiently. Due to this, Human Resource Development practices have become an important practice to develop skill, knowledge and ability of the employee. APSRTC and UPSRTC are larger states transport corporations. Both provide transportation services in wide areas of their state.

This paper focuses only on those practices which are used in APSRTC and UPSRTC to increase employee's performance. The research paper is based on secondary data which has been taken from reliable resources. Data is described with the help of tables and bar charts. It is trying to reveal the importance of HRD practices and how does it affect the financial and physical performance of the corporation. The main part of the research paper compares the existing HRD practices.

This paper examines the implemented HRD practices in UPSRTC and APSRTC and also focuses on the importance of those practices

Keywords: USP, HRD practices, APSRTC, UPSRTC.

Introduction

State Road Transport Corporations undertakings (SRTUs) in India are the established, owned and operated by the state governments. They were established to fill the gap between demand and supply of transport service. There is no doubt that passenger transportation plays an important role in any economy. To protect, promote and provide healthy competition, the Road Transport Corporation Act, 1950 was passed and provided essential legal and financial structure for state participation. Ultimately, many state road transport undertakings (SRTUs) were formed for providing good transportation services to the passengers.

UPSRTC is a public sector passenger road transport corporation providing services in the state of Uttar Pradesh and other adjoining states in North India. It operates over 22 million kilometres per week. It carries over 543 million passengers annually. Provision of adequate, efficient, well co-ordinate, comfortable and economical services to passengers, while earning enough for self-sustenance & growth, is its motto. The corporation has 60 class I officers, 203 class II officers, 20299 class III (including drivers & conductors), 1897 class IV staff and 16 daily wages in total staff strength of around 22415. Additionally, there are 4 part-time workers. The motive of UPSRTC provides efficient, economic, co-ordinated and adequate passenger road transport services. Safety and passenger comfort is also important.

The buses of APSRTC cover 43.56 lakhs Kms. daily. It provides transportation services to 75.49 lakh people every day. 14,123 villages are connected through APSRTC to all major towns and cities in Andhra Pradesh. According to the annual report of APSRTC, it constitutes 95% of Road Transport in Andhra Pradesh. The Corporation's buses also ply to important towns and cities in the neighbouring States of Tamilnadu, Karnataka, Odisha, Telangana.

The network of APSRTC is under the administrative control of 12 Regional Managers. It is divided into 4 Zones for ensuring work properly. APSRTC under the present name was established on 11th January 1958 in pursuance of the Road Transport Corporations Act 1950. All 126 Depots in the Andhra Pradesh State are computerized. So it becomes more technical efficient corporations than others.

Need for study

Both Transport Corporation are facing many managerial problems like lack of scientific manpower planning, organization recruits more employee than their requirements lack of proper training to employee of all level they are not able to perform more efficiently and effectively employees are promoted by performance appraisal by performance appraisal so the method which is used in performance appraisal must be ok & a faulty method leads to dissatisfaction among employees and unsatisfied employee directly affects the physical and financial performance of organization.

Objective of the study

1. To study the selected HRD practices in both organization
2. To Examine the steps taken by the corporation for the development of competencies of employees

3. To compare the HRD practices between APSRTC and UPSRTC
4. To suggest important measures for strengthening the Corporation

Research Methodology

Conventional methods have adopted to complete the research based on secondary data and document data was collected from records documents, annual reports manuals of APSRTC head office and UPSRTC head office. Observation are based on public data, personal observations and informational discussion. Secondary data was also collected from popular literature on public enterprises and passenger Road Transport products and book of bureau of public enterprises Government of India.

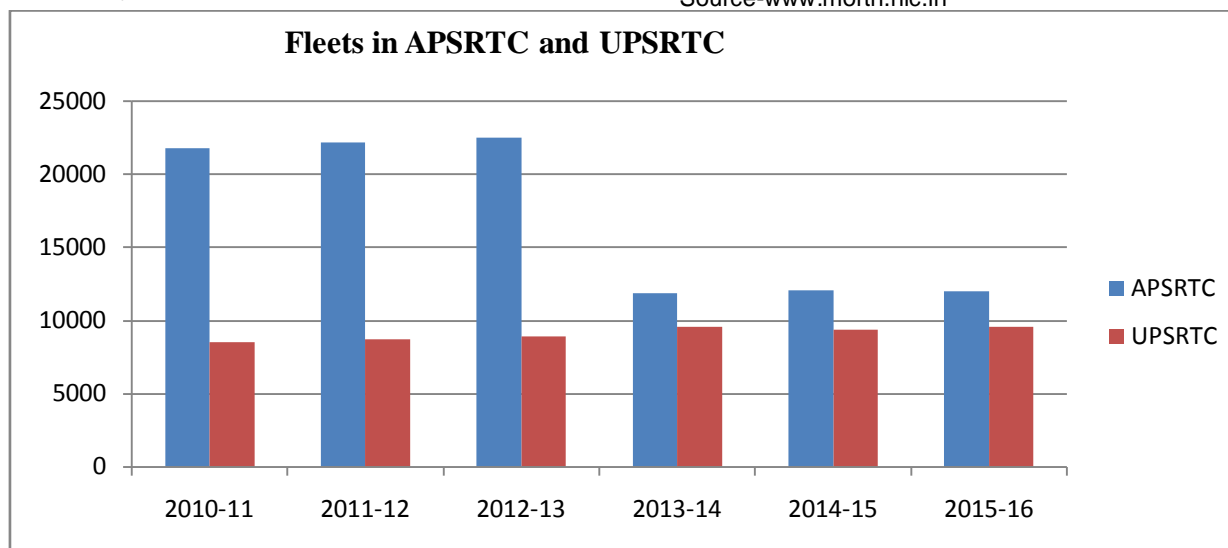
Comparison of Physical performance of APSRTC and UPSRTC

Following table shows information about the main elements of Physical Performance.

Average fleet held (Number)

| Sl.No. | Years | APSRTC | UPSRTC |
|--------|---------|--------|--------|
| 1 | 2010-11 | 21802 | 8557 |
| 2 | 2011-12 | 22170 | 8746 |
| 3 | 2012-13 | 22477 | 8893 |
| 4 | 2013-14 | 11857 | 9600 |
| 5 | 2014-15 | 12079 | 9415 |
| 6 | 2015-16 | 12012 | 9577 |

Source-www.morth.nic.in

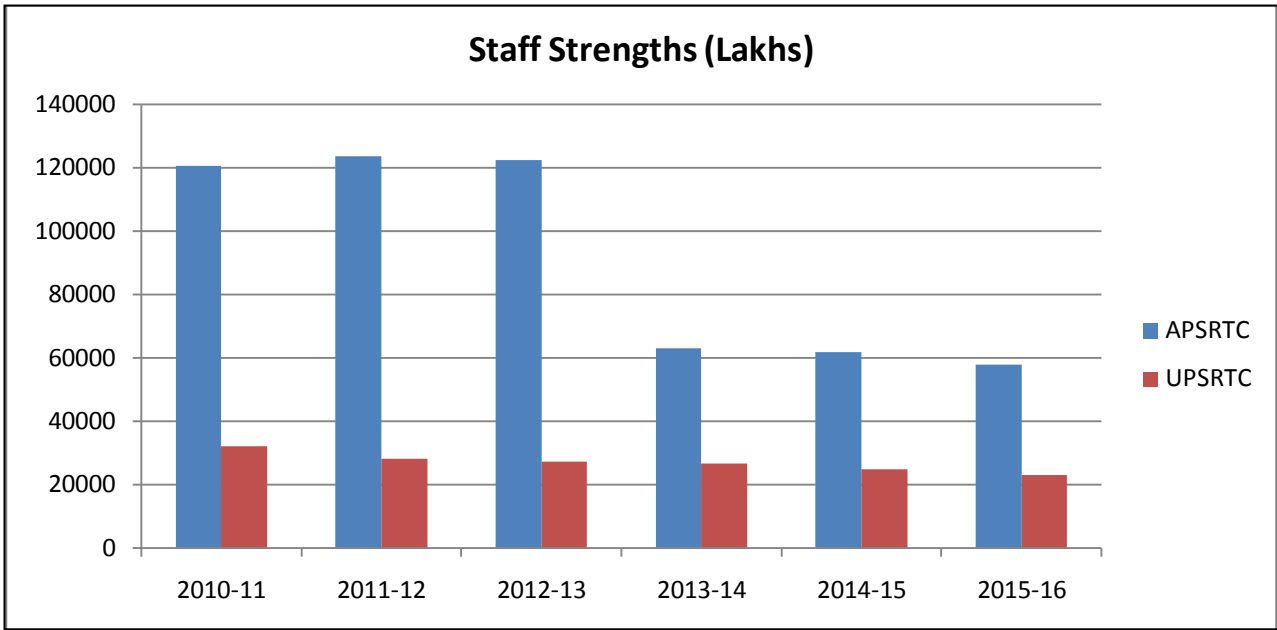


Number of average fleets during 2010-11 was 21,802. It is reduced 12,102 during 2015-16. It is not good for APSRTC, on the other hand, the number of average fleets in UPSRTC during 2010-11 was 8557 and it increased to 9577 during 2015-16. It shows that physical assets in term of vehicles decreased rapidly in APSRTC. It reveals that APSRTC requires more fleets to reduce overloading of buses so that profits can be increased. On the other hands, UPSRTC requires more trained employees to operate the fleet.

Staff Strength (Number)

| Sl.No. | Years | APSRTC | UPSRTC |
|--------|---------|--------|--------|
| 1 | 2010-11 | 120566 | 32081 |
| 2 | 2011-12 | 123615 | 28170 |
| 3 | 2012-13 | 122287 | 27172 |
| 4 | 2013-14 | 63141 | 26665 |
| 5 | 2014-15 | 61806 | 24913 |
| 6 | 2015-16 | 57902 | 23055 |

Source-www.morth.nic.in



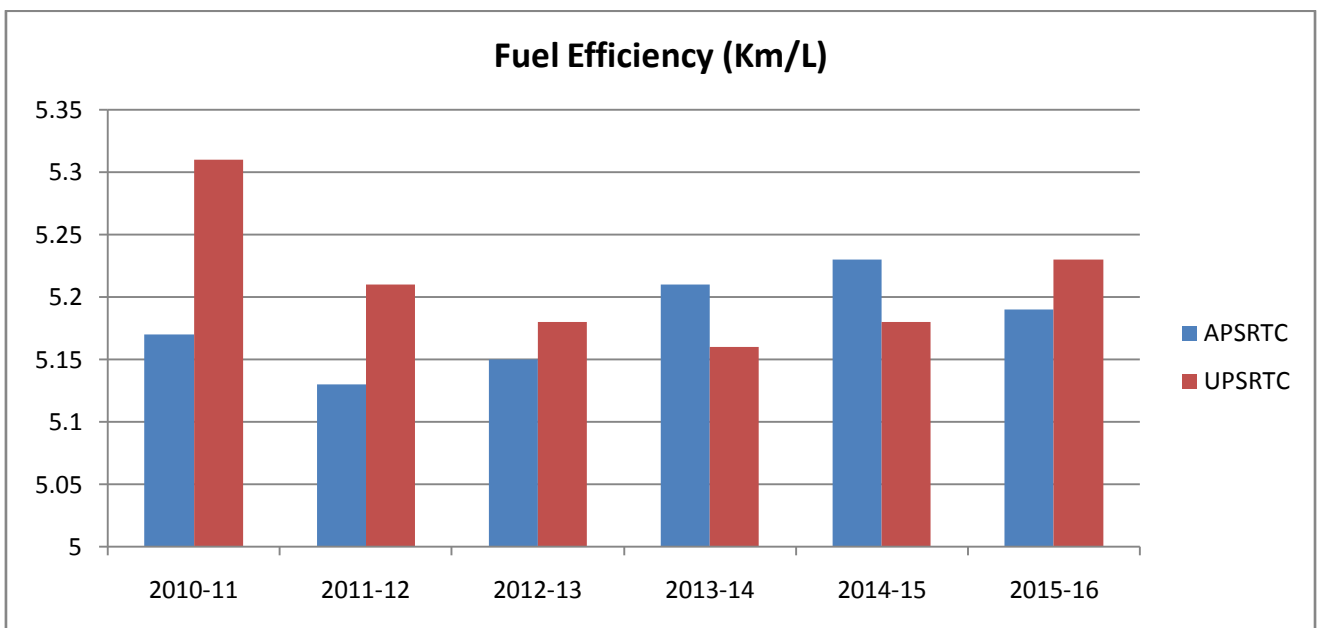
Number of employees in the APSRTC during 2010-11 was 1,20,566. It decreased to 57,902 during 2015-16. It reveals that the personnel policy and practices in APSRTC are not fully geared, need a more efficient policy in recruitment, selection, appointment and training and development. On the other hand, Number of employees in the UPSRTC during 2010-11 was 32,081. It decreased to 23,055 during 2015-16. The number of employees in APSRTC is approximately 2.5 times of employees of UPSRTC but the size of the fleet is less in APSRTC that means it increases the cost of the organization and it affects the profits.

Fuel Efficiency (Km/liter of HSD)

| Sl.No. | Years | APSRTC | UPSRTC |
|--------|---------|--------|--------|
| 1 | 2010-11 | 5.17 | 5.31 |
| 2 | 2011-12 | 5.13 | 5.21 |
| 3 | 2012-13 | 5.15 | 5.18 |
| 4 | 2013-14 | 5.21 | 5.16 |
| 5 | 2014-15 | 5.23 | 5.18 |
| 6 | 2015-16 | 5.19 | 5.23 |

Source-www.morth.nic.in

The fuel efficiency of APSRTC during 2010-11 is 5.17km/litre. It increases to 5.19 km/litre during 2015-16. On the other hand, in UPSRTC fuel efficiency during 2010-11 was 5.31 km/litre it also increases to 5.23 km/litre during 2015-16. From the table, it is clear that the performance of UPSRTC in term of fuel efficiency is better than APSRTC from the beginning.



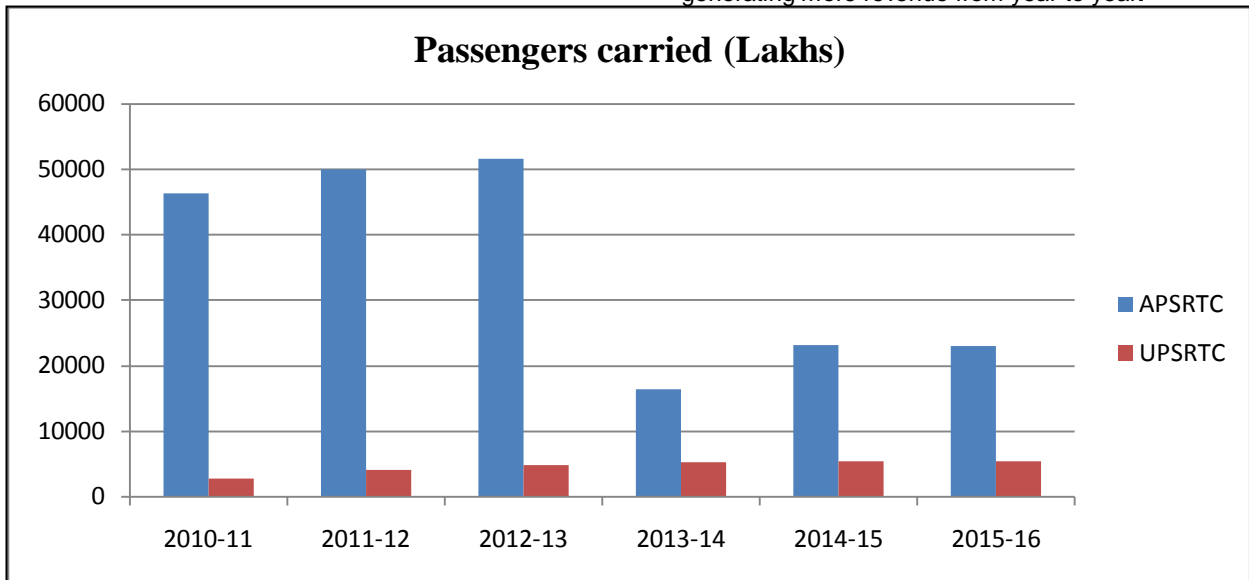
Shrinkhla Ek Shodhparak Vaicharik Patrika

| Sl.No. | Years | APSRTC | UPSRTC |
|--------|---------|--------|--------|
| 1 | 2010-11 | 46388 | 2830 |
| 2 | 2011-12 | 50014 | 4071 |
| 3 | 2012-13 | 51673 | 4911 |
| 4 | 2013-14 | 16359 | 5265 |
| 5 | 2014-15 | 23192 | 5356 |
| 6 | 2015-16 | 22977 | 5440 |

Passenger carried (Lakhs)

Source-www.morth.nic.in

The number of passengers carried in APSRTC during 2010-11 was 46388 lakhs. It reduced to 22977 lakhs in 2015-16. On the other hand, passengers carried by UPSRTC were 2830 lakhs. It increased to 5440 lakhs during 2015-16. No of passenger carried is directly proportional to the revenue of the corporation. It is clear that revenue rapidly decreases in APSRTC. In fact, APSRTC is running under loss. On the other hand, UPSRTC is generating more revenue from year to year.

**Road Accidents (numbers)**

| Sl.No. | Years | APSRTC | | UPSRTC | |
|--------|---------|-----------------|-----------------|-----------------|-----------------|
| | | No of Accidents | Fatal Accidents | No of Accidents | Fatal Accidents |
| 1 | 2012-13 | 2103 | 928 | 798 | 304 |
| 2 | 2013-14 | 2413 | 805 | 766 | 300 |
| 3 | 2014-15 | 1320 | 467 | 719 | 315 |
| 4 | 2015-16 | 1108 | 409 | 630 | 339 |

Source-www.morth.nic.in

The number of Road accident in APSRTC during 2012-13 were 2103 and fatal accidents were 928. It reduced to 1108 and fatal accident 409 during 2015-16 respectively. On the other hand, the number of accident in UPSRTC during 2012-13 were 798 and

fatal accidents were 304. It also reduced to 630 and fatal accidents 339 during 2015-16 respectively. Data shows that training facilities are good in APSRTC in comparison to APSRTC because road accident is rapidly down in APSRTC.

Financial Performance (Rs. Lakhs)

| Sl.No. | Years | APSRTC | | | UPSRTC | | |
|--------|---------|---------------|------------|-----------------|---------------|------------|-----------------|
| | | Total Revenue | Total Cost | Net profit/Loss | Total Revenue | Total Cost | Net profit/Loss |
| 1 | | | | | | | |
| 2 | 2011-12 | 667740 | 725271 | -58531 | 232398 | 235855 | -3457 |
| 3 | 2012-13 | 666152 | 669865 | -3713 | 252936 | 261196 | -8260 |
| 4 | 2013-14 | 744066 | 834334 | -90268 | 296793 | 309947 | -13154 |
| 5 | 2014-15 | 400801 | 444857 | -44056 | 327524 | 327128 | 396 |
| 6 | 2015-16 | 501620 | 556522 | -54903 | 338492 | 337565 | 927 |

Source-www.morth.nic.in

Due to lack of proper recruitment policy, training and development practices in APSRTC, financial performance is not satisfactory. From the table, it is clear that APSRTC has been suffering heavy losses from 2011-12 to 2015-16. It is an

alarming condition, management should take some drastic steps to cope up this problem. On the other hand, UPSRTC faced heavy loss during 2013-14 but recovered from a loss in 2015-16 with a net profit of 927 lakhs.

List of Training Institute

| Sl.No | APSRTC | UPSRTC |
|-------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|
| 1 | Human resources through good training programmes at Transport Academy, Hakimpeta, and Hyderabad | Central workshop at Rawatpur, Dr Ram Manohar Lohia Workshop, Allen Forest Car Section in Lucknow |
| 2 | The Zonal Staff Training Colleges at Hyderabad, Warangal, Kurnool, Vijayawada (Gannavaram), Nellore and Vizianagaram. | Training to drivers and technical staff, a Training School is established in Kanpur. |
| 3 | Administrative Staff Colleges of India, National Productivity Council, Central Institute of Road Transport, Pune. National Institute of Training and Training and Industrial Engineering and Andhra Pradesh ProductivityCouncil etc. | |

Human Resource Development Practices

HRD practices involve many practices but they depend on the types of organizations. Every practice has a unique goal but some common practices are following

1. Training and Development
2. Performance Appraisal
3. Promotion
4. Incentive schemes

HRD practices in APSRTC

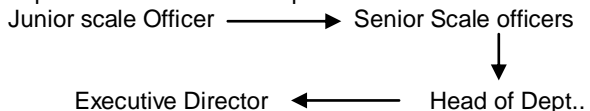
It is clear that HRD practices are related to acquiring knowledge, attitude, role, skills so that performance can be improved. It is a method of changing one's knowledge, attitudes, and skills permanently. The fundamental goal of HRD practices is to assist the worker in developing abilities and skills which will enhance the average job performance. To meet the above challenges, APSRTC has implemented under mentioned HRD practices.

Training and development

APSRTC, one of the largest passenger transport corporation in India. APSRTC got Guinness Book of World Records in 1999 of the largest fleets. APSRTC creates an environment through employment. The officers always motivate employee of all level for gaining the skills, ability and knowledge. Training is provided to every recruited but the conductors and contract drivers get training through external agency and in a house training institution. Induction training courses and apprentice training has given splendid result in performance and confidence of employee of APSRTC.

Promotion

Promotion is done on the basis of merit. An employee would be considered as senior where merit is approximately equal. A person gets promoted on a new position within in 30 days of receipt of the order of promotion. The order of promotion officer as follows



Drivers and conductor gets promotion from casual driver/conductor Grade II level after completing all required formalities.

Performance Appraisal

Systematic evaluation of the performance of an individual employee with respect to preset standard is known as performance appraisal. A fair performance appraisal system gives fair growth and

development to an employee. It helps in the decision-making process like promotion and demotion. It also helps to access the strength and weaknesses of the organization. In APSRTC merit rating report is prepared for performance appraisal. An appraiser does not rate an employee on his like and dislike but gives point on the basis of performance. Merit reports are observed by the concerned Head of Department and submitted by concerned supervisory officers. This report identifies the key performance areas of employees. It is a confidential report of employees and future promotions based on it. A scale is developed relating to the performance of employee like ok, excellent, good, average, below average, and poor.

Incentive schemes

Incentive schemes are those schemes which motivate employee highly. So they must be formulated in such a way that the individual gets satisfied. APSRTC follows many incentive schemes. Depot incentive schemes were introduced in all depots from 1st of March 1980. It is a performance oriented scheme in APSRTC. All staff included Depot manager is eligible for incentive payments. But it varies from distance to distance based on operational status.

HRD practice in UPSRTC

Training and Development

To increase the efficiency of officers, supervisors and workers as well as to face day to day challenges, UPSRTC has to arranged two types of a training programme that is external and internal. A driver should be competent to make travelling safe for passengers. A driver gets training at Model Drivers Training Institute and Research Center where training is provided by innovative techniques. Time to time workshops is arranged to provide technical support to officers. Specialist of Telco and Leland share knowledge in workshops. Sometimes, officers and supervisors are sent to CIRT, Pune and abroad for training.

Incentive Schemes

The corporation has a scheme for granting recognition to drivers for sustained good driving or outstanding performance in driving. For zero accident driving. the rewards are given to the depots also for accident-free driving of vehicles. The depot of the region in which there is no accident is rewarded with a "chalvajayanti. The assistant regional manager and in-charge of a depot with more than 50 buses are

rewarded Rs. 10000 and Rs. 5000 respectively for accident-free driving. The assistant regional manager and in-charge of a depot with less than 50 buses are given Rs. 5000 and Rs. 2000 as a reward. (Protsahan Amount) The drivers and conductors who take the buses on village route are given incentives for their driving in excess of the route fixed. There is also a facility of family planning incentive schemes with the condition. The eligible employee is entitled to an annual bonus.

Performance Appraisal

Performance appraisal is important for creating and maintaining a satisfactory level of performance by employees on present jobs. When the actual evaluation process is followed up, it may contribute toward more effective or improved performance on the part of many individuals. In formalized appraisal system, supervisors and managers observe the behaviour of employees. The points which are considered under performance appraisal are Physical performance, staff position, fuel performance, accident rate, financial performance and cost.

Promotions

Promotion is done on a seniority basis. Qualification and reservation system is also considered while granting promotion. Sometimes it has created dissatisfaction. It has been revised to capture unrest.

The SWOT analysis of HRD practices in APSRTC

SWOT means Strengths, Weakness, Opportunities and Threats. It is an effective tool to access the actual condition of the organization. It provides a clear picture of the organization regarding internal strengths, weakness and external opportunities and threats.

Strengths

1. Skilled human Resource
2. Service quality
3. Technology-oriented work environment
4. Encourages innovation
5. Have the capability to design Effective HRD programme

Weakness

1. Number of workers more than required
2. Sometimes appraisal techniques de-motives employee
3. Heavy workload
4. HRD practices are not implemented properly at the zonal level
5. Most employees are not trained and tuned to advanced technology.

Opportunities

1. Properly implemented HRD practices can fulfill the need of the corporation
2. To increase training facilities for every level of employee
3. A good employee should be identified and recognized
4. The corporation should promote and develops teamwork.
5. To create a healthy working environment

Threats

1. It is difficult to implement HRD practices properly

2. External competitors like private transportation
3. Competition is increasing day by day
4. It is difficult to adopt advanced technology
5. Training and development practices are very expensive

SWOT analysis of HRD practices in UPSRTC

Strengths

1. The corporation has large infrastructural facilities like workshops, depot, large no. of buses, human power and the large network of operations
2. It has a high level of goodwill.
3. Competent, well qualified and skilled managerial staff
4. This organization provides a large amount of employment.
5. Corporation has modern technical support like using a smart card system.

Weakness

1. It has a skilled worker but having lack motivation and face poor work culture.
2. It is labour dependent sector so industrial relations problem emerges time to time
3. Due to poor work culture employees gives fewer services to the customer
4. Due to large no of trade unions, conflict is found among trade unions
5. Workers are de-motivated due to poor leadership

Opportunities

1. Increased population is leading to demand transport services.
2. Quality of roads has been improved which increases new path for public transportation.
3. To exploit rural passenger through rural transportation services
4. To increases depot, workshop and bus station.
5. It has a chance of developing goodwill among passenger by learning soft skills
6. To create a positive working environment

Threats

1. Fierce competition is faced by private operators
2. HRD practices are too expensive to implement
3. Technological advancement invites more investment
4. The behaviour of workers affect satisfaction levels of passengers

Conclusions

A comparison is made between APSRTC and UPSRTC regarding Human Resource Development Practices. After analyzing the collected data from various authentic sources, it concludes that HRD practices are very useful, especially where a large number of employees are employed.

No of the average fleet in APSRTC is more than UPSRTC. It reveals that physically asset require more competent worker so that resources can be utilized efficiently and effectively. The staff strength is also more than UPSRTC in APSRTC. But financial performance shows that in spite of holding more fleet and more staff, net profit does not increase on the other hand net loss increases year to year. Passenger carried by APSRTC is more than UPSRTC but profit is not up to mark. So it is a critical situation of APSRTC. APSRTC should focus on training of employees. In other words, APSRTC requires more

training facilities. A worker should be motivated by sound promotion and incentive schemes in APSRTC.

Training quality in UPSRTC is better APSRTC because fuel efficiency is better than APSRTC. Moreover, one important indicator of training quality is a road accident.

Suggestions

A number of suggestions can be given to the management of the APSRTC and the UPSRTC simultaneously.

1. To improve human resource development practice according to the need of the hour.
2. The fund which is given by the government should be utilized properly.
3. Repair and maintenance team should be prepared so that a minor defect of vehicles is repaired quickly.
4. Applying advanced motivational techniques.
5. The management information system should be made more effective because it plays a dominant role in the utilization of fund.

6. safe, comfortable and risk-free journey.
7. Managing the corporation by administrative officers without political interference.
8. Training facility should be increased and be made world class.

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