

Human resource management in Tamil Nadu State Transport Corporation (TnSTC)

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Abstract - Tamil Nadu State Transport Corporation Limited (TNSTC) is a public transport bus operator in Tamil Nadu, India. It operates intercity bus services to cities within Tamil Nadu, and from Tamil Nadu to its neighboring states with a combined fleet strength of 20,839 buses as of 2016-17. It also operates Public transport bus service in many cities of Tamil Nadu, with the exception of Chennai, where the public bus service is operated by MTC, a subsidiary of TNSTC.

On studying the HR Department of Tamil Nadu State Transport Corporation it was found that it has a well-knit HR Department and also a well devised labour welfare measures. Three methods were adopted for recruitment – Direct Recruitment, Indirect Recruitment and Third Party method. There were eight categories of incentive schemes in TNSTC since its inception, to improve the productivity level of its operations.

It is suggested that the TNSTC Corporation may conduct researches at regular intervals to know the changing attitude of workers and to know about their effectiveness to improve the recruitment selection process.

Index Terms- Recruitment Selection Process, HR practices, TNSTC, Labour Welfare Measures.

INTRODUCTION

Tamil Nadu State Transport Corporation Limited (TNSTC) is a public transport bus operator in Tamil Nadu, India. It operates intercity bus services to cities within Tamil Nadu, and from Tamil Nadu to its neighboring states with a combined fleet strength of 20,839 buses as of 2016-17. It also operates Public transport bus service in many cities of Tamil Nadu, with the exception of Chennai, where the public bus service is operated by MTC, a subsidiary of TNSTC.

TNSTC is fully owned and operated by the Government of Tamil Nadu. TNSTC has started online booking facilities TNSTC Online Booking to book bus tickets between major cities served by TNSTC. It caters to all the districts within Tamil Nadu and also operates services to neighboring states of Andhra Pradesh, Karnataka, Kerala, Telangana and union territory of Puduchery. Until 1997, Transport Corporation was bifurcated into 21 divisions which was later merged to form 8 divisions. School and college students get a free bus pass to travel on TNSTC buses. TNSTC owns 321 depots and five workshops. TNSTC also offers contract and tourist services. Every bus owned by the corporation displays a portrait of Tamil poet Thiruvalluvar along with a two line verse from Thirukkural inside the bus. TNSTC is the largest government bus transport corporation in India also biggest corporation in the world after bifurcation of Andhra Pradesh State Road Transport Corporation (APSRTC).

MODE OF RECRUITMENT OF TNSTC

Recruitment is the process of finding suitable candidates for the various posts in a TNSTC Corporation. Selection is the process in which candidates of employment are divided into two classes, those who are to be offered employment and those who are not to be. Staffing was once part of the organization function of management.

In view of its importance it has now come to be recognized as a separating function of management.

Methods of Recruitment

- Direct method
- Indirect method
- Third party method

Direct Method

Those include sending traveling recruiters to educational and professional institutions employee's contacts with public and manned exhibits one of the widely used direct method is that of sending of recruiters to colleges and technical schools.

- Some times, firms directly search information from the concerned professors about students with an outstanding record.
- Many companies have found employees contact with the public a very effective method.
- Other direct method includes sending recruiters to conventions, seminars and exhibits different target institutions and using mobile offices to go the desired centers.

Indirect Method

- Advertising
- Newspaper
- Radio
- In trade and professional journal
- Technical magazines and branches.

Third Party Method

These include the use of commercial or private.

- Employment agencies

- State agencies
- Placement offices of schools
- College and professional
- Trade unions
- Causal labour or applicant at the gate
- Computer data bank
- Voluntary organizations.

LABOUR WELFARE MEASURES IN TNSC

TNSC have a well-knit HR Department and therefore very effective labour welfare measures. In addition to the primary labour welfare measures like Crew rest rooms, Canteen facilities, occupational safety service, etc., they also provide secondary benefits like Social insurance measures, Free travel facilities, Provision of medical leave, training programmes etc. These measures were common for Kerala State Road Transport Corporation also. But what is striking for TNSC effort was the conducting of surveys to determine various measures for the successful implementation of the organisational policies. This is lacking in KSRTC.

In order to motivate workers to perform better, several financial incentive schemes were introduced by the Tamil Nadu Corporation.

Incentive schemes were based on (a) individual performance, and (b) group performance, depending upon the nature of work carried out by workers. Apart from the statutory entitlements like annual bonus, gratuity, family pension, provident fund with usual labour welfare expenses, the employees of TNSC were entitled to have "Collection Bata" (COLBAT), "Collection Bonus" (COLBON) and Productive Incentives (PI). COLBAT is a percentage given to the crew members out of the daily collection. COLBON is a varying amount of the non-crew members in all depots. There is another unique type of incentive in the form of PI (Productive Incentives) to the workers. PI is awarded during a strike-free period to all employees. In addition, under the Drivers Safety Award Scheme, cash awards are given to those drivers who performed their duty without accidents. Productivity Incentives are also given during the years of best performance.

TNSC has also designed well-knit incentive schemes since its inception, to improve the productivity level of its operations. There are eight categories of incentive schemes now in existence in TNSC. They are: (1) for running crew (drivers and conductors), (2) for Technical Staff, (3) for Traffic Supervisory Staff (Checking Inspectors, Time Keepers, traffic Superintendents), (4) for Administrative Staff, (5) for Body Building Section Staff, (6) for Tyre Re-treading Section Staff, (7) Re-conditioning Section Staff, and (8) for Administrative Staff attached to the Central Workshop.

Running crew incentive scheme consists of (a) General Batta for Drivers and Conductors based on the kilometres of duly performed, (b) Special Double Batta for those who perform duties in the Services between 0000 hrs and 0400 hrs., (c) Night Halt, (d) Performance Incentive, and (e) Route Collection Incentive. The amount thus arrived at fare batta, night halt allowance, stay batta, performance incentive and route collection incentive wherever applicable is appropriated at the end of their respective duties after making necessary entries in the documents provided for this purpose at the time of remitting the collection at the authorised places.

FINDINGS & SUGGESTIONS

The Corporation has good Human Resource Recruitment wing. The upper middle management holders are educationally and technically fit to hold the post.

Tamil Nadu State Transport Corporation has a well-knit HR Department and also a well devised labour welfare measures. There were eight categories of incentive schemes in TNSC since its inception, to improve the productivity level of its operations. The introduction of HR Department in the Corporation is recommended and this would lead to labour welfare measures which in turn would increase the labour productivity.

It is suggested that the TNSC Corporation may conduct researches at regular intervals to know the changing attitude of workers and to know about their effectiveness to improve the recruitment selection process.

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