Human Resource Management Practices In Himachal Road Transport Corporation

Bhanu Priya Bhatia[1]   O.P.Verma[2]

Abstract

Human resources is the "real wealth creators of the organization." Human resource management comprises assessing andmanaging the total knowledge, skills, creative abilities, ethics, and talents of the workforce. Fruitful planning, excellent human resource management, business-friendly policies & procedures, and proactive government can bring sustainable success to an organization. Human resource management (HRM) practices include human resource planning, recruitment and selection, training and development, compensation and benefits, performance appraisal system, industrial relations, career planning &development, organizational culture, and commitment &job satisfaction. The present study proposes to evaluate HRMpracticesfollowed in the public sector transport undertaking of Himachal Pradesh, viz., Himachal Road Transport Corporation (HRTC). The study mainly focuses on examining the perceptions of HRTC employees and their satisfaction level towards HRM practices followed in HRTC. Sample consists of 120 respondents of Shimla district of Himachal Pradesh and the judgmental sampling method has been followed. The conclusion drawn from the study is that HRM practices have a major impact on satisfaction level of employees of HRTC.

Keywords: Human resource, Human resource management practices, Employees

Introduction

In the fast-changing global scenario, a major challenge of the economy is to adapt to the developing environment by adopting effective Human Resource Management (HRM) practices and applying sincere efforts to achieve the desired results. With the increase in size and complexity of business, the workforce has become the most important factor in any businessendeavour. The current era is considered as the era of human resource with the workforceincreasingly being recognized as the most important asset of an organisation. As the future is technology oriented, it is essential to change accordingly. Human resource managementshould have acompetitive edgeand at the same time be flexible enough to adjust with the changing environment.[1]

The effective performance of an organization is a directresult of the quality and competence of its human resources ratherthan just the availability of the best financial, material, and technological resources. The greater the competence of the workforcein resource utilization,thebetter the quality of outcome would be for the organization. Business entities are concentrating on the creation of goodwill, human resource development, job satisfaction,

[1]Research Scholar, Department of commerce HPU Shimla-5

[2]Prof& Director, PECC HPU Shimla-5.

and employee welfare measures.Enterprisesthat have shifted their focus from tangibles to intangibles in HRM have progressed well.

Human resource is the "real wealth creator of the organization". Multidimensional skills of the workforce should be developed andtheir hidden traits should be recognized and allowed to flourish. Human resource management is a formal system, which is designed to manage people in an organization. A person is a combination of knowledge, skills, values, and culture. To this, the potent combination of innovativeness, the ability to meet the task at hand, expertise, intuition, and the capacity to work towards a common goal should be added to create an ideal worker. Human capital is the property of an individual and it cannot be owned by any organization ornation. But such entities can hope to shape such great potential for the common good. HRM alone can produce maximum output with minimum input; creative thinking, competence, and capability of human resources make the creation of new ideas and conceptspossible.HRM comprises the management of the total knowledge, skills, creative abilities, ethics, talents, and aptitudes of an organization's workforce, Combined with the values, attitudes, approaches and beliefs that add value to the business, effective HRM can contribute directly to the growth of an organization.

Fruitful planning, excellent human resource management, business-friendly policies & procedures, and proactive government can bring sustainable success to an organisation. An organization based on the strong foundation of effective HRM practices can foster increasing mutual understanding among employees and enhance their morale and commitment. HRM practices such as training &development, fair means of selection &recruitment, better working conditions, fair wages &salary, and regular performance appraisals provide satisfaction to an employee, increase their productivity, and leadthe organization tothe path of progress and success. [2]

As we know, road transport plays a significant role in the economic development of a nation. The Himachal Road Transport Corporation (HRTC) is the lifeline of the people of the hilly areas of the state. It provides quick, efficient, and adequate transport facilities to people throughout the state as well as to neighbouring states. HRTC has a large workforce that takes care of the daily tasks of the corporation. Human resource management practices followed in the organization have amajor impact on the workforce, which is determined by level of its satisfaction. The researcher has considered important elements under which all HRM practices of HRTC are covered.Theyare human resource planning, recruitment &selection, training &development, compensation &benefits, performance appraisal system, industrial relations, career planning &development, organizational culture, and commitment &job satisfaction.

Review Of Literature

Many practitioners and eminent researchers have devoted considerable thought in related fields at national and international levels. Listed below is the literature that will provide a comprehensive view touching various facets of HRM practices.

Ybema et al. (2017)[3] are of the opinionthat the HR department generally focuses on strategic organizational goals such as getting the right people at the right moment in the right position. Sustainable employability of employees seems beneficial to an organization. It bolsters health, motivation, and skills of the employees, which in turn increases productivity, improves employability, and lowers sickness absences.

Islam et al. (2018)[4] investigated the influence of HRM practices onemployees' job satisfaction and observed that work/life balance practices, compensation &reward, training &development, and recruitment &selection have the highest degree of association and influence on job satisfaction.

Aher and Giri (2018)[5] discovered that the need formanpower exists in every organization in order to perform various business activities. Thus the recruitment and selection of skilled, talented candidates is one of the most important processes of any organization. The right person inthe right job at the right time that fits into the values of the company, has a positive impact on the growth and success of organization.

Mayakkannan (2018)[6] acknowledges that amotivated and committed workforce can contribute to the productivity of an organization. The effective functioning of the Transport Corporation mainly depends on the efficiency of its personnel management practices. Effective personnel management practices including workforce planning, training & development, performance appraisal, welfare measures, ideal policies, and proper practices adopted for employees. For the success of the organization, focus is required on all these aspects that influence personnel management practices.

Singh (2018)[7] focuses on the perception of the employees with regard to the recruitment & selection programme. Restructuring of management and administration policies related to human resource development and adoption of modern HR practices can rectify the results of poor HR planning.

Hee et al. (2019)[8] claim that human resource management practices influence employees' skills and their motivation level is enhanced through the organizational structure, which results in improved job performance. Employment security acts as an important factor that enhances the performance level of employees. Employment security and sufficient training raise theconfidence level of employees. They feel more secure and confident with new knowledge and skills, which in turn enhancetheir job performance.

Ombanda and Obonyo (2019)[9] discussthe ethical concerns in specific HR functions and the relationship between employee performance and ethics in HRM functions. Ethics in HRM playsan important role in improving organizational performance. Fair application and strong appreciation of ethical principles in HRM improve organizational performance.

Krishna Murthy (2019)[10] asserts that implementingbest HRM practices attracts skilled and talented human resources,whichresults in future growth of the organization.

Research Gap

After reviewing related literature, a critical examination regarding missing and unexplored aspects in previous research was conducted. There are several areas with regard to HRM in HRTC thatneed significant attention to improve the current situation. Keeping this fact in view, an attempt has been made to fill this gap by carrying out a study on the topic human resource management practices in Himachal Road Transport Corporation, which can help the organization to set up strategies, policies, and plans that provide job satisfaction to the employees and further lead tolong-term growth and sustainable success of the organization.

Need of The Study

Human resources is the most treasured possession of any organization sinceit is the

true asset of the organization, which has a major role in successful functioning of an organization. Even in the present competitive and advanced technological environment, organizations would not exist without people. To achieve organizational goals, managements require to be aware of human resource needs, as only satisfied employees can lead an organization towards the path of success.

HRTC plays a major role in the development of the state of Himachal Pradesh. The corporation, with the aid of the government, provide squality services to the passengers of rural as well as urban areas. Eco-friendly measures have been adopted alongwith the latest technologies to help the corporation meet its organizational goals. To meet the challenges of development, it has become necessary to manage human resources properly so as to satisfy the needs of the staff for fruitful future growth of the corporation. As the Himachal Road Transport Corporation is the biggest public sector undertaking of the state and has a very large number of employees contributing to the organization, it becomes necessary to examine the current HRM practices of the HRTC. Many studies have been carried out encompassing various issues in HRTC, but hardly any specific study with regard to HRM practices in this public corporation has been done. Against this backdrop, an attempt has been made to study the HRM practices with special reference to HRTC.

Scope of Study

The present research has been carried out to examine the HRM practices of the Himachal Road Transport Corporation. The focus is on evaluating the human resource management practices that affect the performance of employees engaged in technical and non-technical work in the organization. A good HRM system with proper HRM policies and practices influences employee behaviour and attitude and enhances the performance of any organization. Every attempt has been made in this research to evaluate the existing HRM practices in HRTC and assess the perception level of employees of HRTC towards these practices. The study includes employees of Shimla district. It also

covers all the aspects that are related to job satisfaction of employees with respect to HRM practices of HRTC. The study covers accessible units, divisional offices, workshops, and head offices of HRTC.

Objectives of The Study:

O To examine the present status of Human Resource Management practices of HRTC and to assess the opinion of employees regarding remuneration & salary, training & development, recruitment & selection, management support, job security & safety, working conditions, career development, grievance redressal mechanism, and industrial relations.

O To suggest methods for improving the Human Resource Management practices of HRTC to increase the workers' efficiency and performance for sustainable growth and success of the organization.

Hypotheses

A hypothesis in statistics is a tentative statement about the population. Keeping in view the objectives of the study, the following hypotheses have been developed for testing.

1.　Testing the level of significant difference in employees' perception on the basis of various demographic variables regarding Human Resource Management practices.

H0:　There is no significant difference in employees' perception on various demographic variables regarding human resource management practices.

H1:　There is significant difference in employees' perception on various demographic variables regarding human resource management practices.

Research Methodology

The researcher studied HRM practices of Himachal Road Transport Corporation of Shimla district. To conduct the study, data were collected from primary as well as secondary sources. The data collected from the sample employees of HRTC constitute the primary source and information gathered from journals,

magazine reports, newspapers, and research papers constitute the secondary source. Sample size consists of 120 employees andthe judgmental sampling method wasfollowed to accomplish the study. A structured questionnaire was used as theinstrument for collecting the primary data. The questionnaire had13 statements to which respondents marked their agreement on Likert's five-point scale in which the agreement was marked as follows: 5- Strongly Agree, 4- Agree, 3-Neutral, 2-Disagree, and 1- Strongly Disagree. Higher values indicated higher levels of agreement and lower values indicated weak level of agreement. Statistical methods such as arithmetic mean, standard deviation, & one way ANOVA test were applied. One way ANOVA was applied to ascertain if there existed any significant differences between the perceptions of employees of HRTC regarding HRM practices. Overall difference between the groups can be ascertained through ANOVA test, but it does not examine the difference between any two groups. On the other hand, theposthoctest, which makes a pair-wise comparison between the two groups can determine the difference between any two groups.

Results and Discussion

After analysing and interpretingthe data regarding perception of employees towards HRM practices in theorganisation, the demographic profile of the sample employees was analysed as wellshown in table1. It was discovered that the majority of employees belonged to a high age group, i.e., above 45 years. As far as work experience of the employees of HRTC Shimla was concerned, themajority of employees were found to havework experience of below 10 years. As far as the nature of work wasconsidered, majority of the staff works under office administration, i.e., 50 percent of employees were engaged in office administration.

Table 1

Demographic profile of the respondents along with the percentage

Number of respondents

AGE (YEARS)	BELOW 30	30–40	ABOVE 45		TOTAL
	33 (27.5)	38 (31.7)	49 (40.8)		120(100)
WORK EXPERIENCE(YEARS)	BELOW 10 YEARS	10–20 YEARS	20–30 YEARS	OVER30 YEARS	
	41 (34.2)	30 (25.0)	24 (20)	25(20.8)	120(100)
NATURE OF WORK	OPERATION OF BUSES	MAINTENANCE OF BUSES	OFFICE ADMINISTRATION		
	18 (15.0)	42 (35.0)	60 (50)		120(100)

Job security &safety is an important HRM practice that influences the behaviour and performance of the employees. It provides a positive feeling to the individuals and persons value theirjob highly.Inthe study it wasfound that there exists differences in the opinion of young age group employees and elder employees of the organization regarding job security and safety. The senior employees, who are the regular employees of the organization and enjoy other job benefits feel secure and happy about their jobs, whereas a majority of young employees whose age lies between 30 and 45 feels insecure about the job as most of them are employed on contract basis in the organization and have fewchances of regularization.

Poor working conditions are a source of job dissatisfaction as are conflict & pressure as well as lack of career & development training in an organization. The study found that a majority of employees in the sample from HRTC have

work experience below 10 years and these employees are highly satisfied with the working conditions, levels of conflict & pressure, and provision of career & development opportunities.But in the case of employees having work experience between 10 and 20 years, they are dissatisfied with working conditions, levels of conflict &pressure, and existing career &development practices. Further, the study reveals that employees having work experience between 20 and 30 years are verysatisfied with recruitment & selection as well aspromotion &transfer policy of their organization as compared to the employees having experience of above 30 years. The study shows that the employees having 20–30 years of work experience are most satisfied with the fairness of work practice, whereas the employees having work experience of between 10 and 20 years are dissatisfied with the fairness of work practice of their organization.

Considering the nature of work, it wasfound that a majority of the staff is engaged with office administration and they are satisfied with recruitment & selection, rules & regulations, promotion & transfer policies, remuneration & salary, working conditions, conflict & pressure,

events & celebration, and career & development practices followed in their department as compared to the employees engaged in maintenance of buses. Thus, it is clear from the study that employees engaged in maintenance of buses are not satisfied with most of the HRM practices of their organization. Regarding fairness of work, training &development, and grievance redressal mechanism practices of the organization, the staff engaged in operation of buses are highly satisfied as compared to the staff engaged in maintenance of the buses. Regarding the participation and communication process that prevails in the organization, the employees who are engaged in office administration were found to be highly satisfied. This seems to be due to the fact that office administration staff gets more chancesto interact with theirsuperiors,leavingthe staff engaged in operation of the buses dissatisfied with the level of the practice. The study revealedthat in the Himachal Road Transport Corporation, the employees engaged in the operation of buses (drivers and conductors) and maintenance of buses (mechanics) are dissatisfied with most of the HRM practices of the organization and this dissatisfaction is likely to have an adverse effect on the growth of the organization.

Table2

Table 2a: Descriptive statistical analysis for recruitment &selection on basis of nature of work

Nature of Work	N	Mean	Std. Deviation	Std. Error
Operation of buses	18	9.6667	2.67889	0.63142
Maintenance of buses	42	8.3571	2.91189	0.44931
Office administration	60	11.4667	2.3968	0.30943
Total	120	10.1083	2.97269	0.27137

Source: Data collected through questionnaire.

Table 2(b): ANOVA result for recruitment &selection

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	243.015	2	121.508	17.582	.000
Within Groups	808.576	117	6.911		
Total	1051.592	119			

Table 2(c): Post hoc results for recruitment & selection

Nature of work		Mean Difference	Std. Error	Sig.
Operation of buses	Maintenance of buses	1.30952	.74060	.185
	Office administration	-1.80000*	.70649	.032
Maintenance of buses	Operation of buses	-1.30952	.74060	.185
	Office administration	-3.10952*	.52889	.000
Office administration	Operation of buses	1.80000*	.70649	.032
	Maintenance of buses	3.10952*	.52889	.000

*The mean difference is significant at the 0.05 level.

The perception of the employees regarding HRM practice recruitment & selection was rated by asking 3 questions and using the five point Likert scale to determine the minimum and maximum scores regarding recruitment &selection.Thus, 3 is the minimum score and 15 is the maximum score for this variable. Table 2(a) shows mean score 11.4667, which is highest for office administration & 8.3571, which is lowest in the case of maintenance of buses. In Table2(b), the value of f-test is less than 0.05, which means significant difference exists in the opinion of employees. Table 2(c) posthoctest reveals that significant difference is found between employees in office administration and those in operation & maintenance of the buses.

Table3

Table 3(a): Descriptive statistical analysis for rules & regulations on basis of nature of work

Nature of work	N	Mean	Std. Deviation	Std. Error
Operation of buses	18	14.5000	4.32843	1.02022
Maintenance of buses	42	10.9286	3.39579	.52398
Office administration	60	15.2333	2.72693	.35205
Total	120	13.6167	3.78450	.34548

Source: Data collected through questionnaire

Table 3(b): ANOVA result for rules & regulations

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	474.348	2	237.174	22.560	.000
Within Groups	1230.019	117	10.513		
Total	1704.367	119			

Table 3(c): Post hoc results for rules & regulations

Nature of work		Mean Difference	Std. Error	Sig.
Operation of buses	Maintenance of buses	3.57143*	.91344	.000
	Office administration	-.73333	.87136	.678
Maintenance of buses	Operation of buses	-3.57143*	.91344	.000
	Office administration	-4.30476*	.65232	.000
Office administration	Operation of buses	.73333	.87136	.678
	Maintenance of buses	4.30476*	.65232	.000

*The mean difference is significant at 0.05 level.

The perception regarding rules & regulationswas rated by asking 4 questions and using the five point Likert scale to determine the minimum and maximum scores.Thus,4 is the minimum score whilemaximum score is 20 for this variable.Table 3(a) shows maximum mean score 15.2333, for office administration andthe lowest score 10.9286 for maintenance of buses. In table 3(b), the value of f-test is less than 0.05, which means significant difference has been found in the opinion of employees.Table3(c) post hoc test reveals that there is significant difference between the perception of office administration and operation and maintenance of the buses with regard to rules & regulations.

Table-4

Table 4(a): Descriptive statistical analysis for promotion &transfer policy on basis of nature of work

Nature of work	N	Mean	Std. Deviation	Std. Error
Maintenance of buses	42	12.3333	2.83417	.43732
Office administration	60	16.2833	3.10326	.40063
Total	120	14.5000	3.60672	.32925

Source: Data collected through questionnaire.

Table 4(b): ANOVA result for promotion & transfer policy

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	402.206	2	201.103	20.535	.000
Within Groups	1145.794	117	9.793		
Total	1548.000	119			

Table 4(c): Post hoc results for promotion & transfer policy

Nature of work		Mean Difference	Std. Error	Sig.
Operation of buses	Maintenance of buses	1.27778	.88161	.319
	Office administration	-2.67222*	.84100	.005
Maintenance of buses	Operation of buses	-1.27778	.88161	.319
	Office administration	-3.95000*	.62959	.000
Office administration	Operation of buses	2.67222*	.84100	.005
	Maintenance of buses	3.95000*	.62959	.000

*The mean difference is significant level at 0.05level.

The perception regarding promotion & transfer policy was rated by asking 5 questions and using the five point Likert scale to determine the minimum and maximum scores.Thus, 5 is the minimum score and maximum score is 25 for this variable.Table 4(a) shows a mean score 16.2833, which is maximum, for office administration and12.3333, which is minimum, in the case of maintenance of buses. In table 4(b) the value of f-test is less than 0.05, which means that significant difference has been found in the opinion of employees. Table 4(c) post hoc test reveals that there is significant difference in the opinion of employees engaged in office administration regarding promotion & transfer policy from the opinion of those in operation and maintenance of the buses.

Table-5

Table 5(a): Descriptive statistical analysis fairness of work on basis of nature of work

Nature of work	N	Mean	Std. Deviation	Std. Error
Operation of buses	18	11.2778	3.04487	.71768
Maintenance of buses	42	9.6905	2.74518	.42359
Office administration	60	10.3500	2.32762	.30049
Total	120	10.2583	2.62341	.23948

Source: Data collected through questionnaire.

Table 5(b): ANOVA result on the basis of fairness of work

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	32.754	2	16.377	2.437	.092
Within Groups	786.237	117	6.720		
Total	818.992	119			

Table 5(c): Post hoc results for fairness of work

Nature of work		Mean Difference	Std. Error	Sig.
Operation of buses	Maintenance of buses	1.58730	.73030	.080
	Office administration	.92778	.69666	.381
Maintenance of buses	Operation of buses	-1.58730	.73030	.080
	Office administration	-.65952	.52154	.418
Office administration	Operation of buses	-.92778	.69666	.381
	Maintenance of buses	.65952	.52154	.418

*The mean difference is Significant at the 0.05 level.

The employee perception on fairness of work was rated by asking 3 questions and using the five point Likert scale to determine the minimum and maximum scores. Thus,3 is the minimum score,while themaximum score is 15 for this variable.Table 5(a) shows a maximummean score of 11.2778 for staff engaged in operation of buses and aminimumscore of 9.6905 in the case of maintenance of buses. In table5(b), the value of f-test is more than 0.05, which means there is no significant difference found in the opinion of employees. Table 5(c) post hoc test reveals insignificant difference, which means that the employeeshave similar views regarding fairness of work.

Table 6

Table 6(a): Descriptive statistical analysis participation &communication on basis of nature of work

Nature of work	N	Mean	Std. Deviation	Std. Error
Operation of buses	18	11.3333	3.39550	.80033
Maintenance of buses	42	11.8571	3.10445	.47903
Office administration	60	13.1667	2.62431	.33880
Total	120	12.4333	2.99224	.27315

Source: Data collected through questionnaire.

Table 6(b): ANOVA result on participation &communication

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	67.990	2	33.995	3.988	.021
Within Groups	997.476	117	8.525		
Total	1065.467	119			

Table 6(c): Post hoc result on participation & communication

Nature of work		Mean Difference	Std. Error	Sig.
Operation of buses	Maintenance of buses	-.52381	.82257	.800
	Office administration	-1.83333	.78468	.055
Maintenance of buses	Operation of buses	.52381	.82257	.800
	Office administration	-1.30952	.58743	.070
Office administration	Operation of buses	1.83333	.78468	.055
	Maintenance of buses	1.30952	.58743	.070

*The mean difference is significant at the 0.05 level.

The perception regarding participation & communication was rated by asking 4 questions and using the five point Likert scale to determine the minimum and maximum scores. Thus 4 is the minimum score and the maximum score is 20 for this variable.Table 6(a) shows a maximum mean score 13.1667 for staff engaged in office administration and a minimum score of 11.3333 in the case of operation of buses. In table6(b), the value of f-test is less than 0.05,which means that there exists significant difference in the opinion of employees. Table6(c) portrays the post hoc result regarding participation & communication and reveals that there is significant difference between the opinion of staff engaged in operation of buses withboth maintenance of buses and office administration, as well as between maintenance of buses and office administration.

Table7

Table7 (a): Descriptive statistical analysis for remuneration & salary on basis of nature of work

Nature of work	N	Mean	Std. Deviation	Std. Error
Operation of buses	18	10.1667	2.00734	.47313
Maintenance of buses	42	9.6667	3.48982	.53849
Office administration	60	10.5500	3.50991	.45313
Total	120	10.1833	3.32291	.30334

Source: Data collected through questionnaire.

Table 7(b) : ANOVA result for remuneration & salary

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	19.283	2	9.642	.871	.421
Within Groups	1294.683	117	11.066		
Total	1313.967	119			

Table 7(c): Post hoc result on remuneration & salary

Nature of work		Mean Difference	Std. Error	Sig.
Operation of buses	Maintenance of buses	.50000	.93714	.855
	Office administration	-.38333	.89397	.904
Maintenance of buses	Operation of buses	-.50000	.93714	.855
	Office administration	-.88333	.66925	.387
Office administration	Operation of buses	.38333	.89397	.904
	Maintenance of buses	.88333	.66925	.387

*The mean difference is significant at the 0.05 level.

The perception regarding remuneration & salary was rated by asking 4 questions and using the five point Likert scale to determine the minimum and maximum scores.Thus 4 is the minimum score, whereas the maximum score is 20 for this variable.Table 7(a) shows themean score 10.5500, which is maximum, for staff engaged in office administration and 9.6667, which is minimum, in the case of maintenance of buses. In table7(b), the value of f-test is more than 0.05,whichmeans that there is no significant difference found in the opinion of employees. Table7(c) reveals insignificant difference in the opinions among the employees of the organization in the matter of remuneration & salary.

Table-8

Table 8(a): Descriptive statistical analysis on training &development on basis of nature of work

Nature of work	N	Mean	Std. Deviation	Std. Error
Operation of buses	18	18.2222	3.85861	.90948
Maintenance of buses	42	16.2619	3.17044	.48921
Office administration	60	17.9000	3.00677	.38817
Total	120	17.3750	3.27984	.29941

Source: Data collected through questionnaire

Table 8(b): ANOVA result on training &development

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	81.495	2	40.747	3.977	.021
Within Groups	1198.630	117	10.245		
Total	1280.125	119			

Table 8(c): Post hoc result on training &development

Nature of work		Mean Difference	Std. Error	Sig.
Operation of buses	Maintenance of buses	1.96032	.90170	.080
	Office administration	.32222	.86017	.926
Maintenance of buses	Operation of buses	-1.96032	.90170	.080
	Office administration	-1.63810*	.64395	.033
Office administration	Operation of buses	-.32222	.86017	.926
	Maintenance of buses	1.63810*	.64395	.033

*The mean difference is significant at 0.05 level.

The employee perception on training & development was rated by asking 5 questions and using the five point Likert scale to determine the minimum and maximum scores. Thus 5 is the minimum score and maximum score is 25 for this variable.Table 8(a) shows a mean score of 18.2222, which is maximum, for staff engaged in operation of buses and a mean score of16.2619, which is minimum, in the case of maintenance of buses. In table8(b), the value of f-test is less than 0.05,whichmeans that there exists significant difference in the opinion of employees. Table 8(c) post hoc test reveals that significant difference is found between employees in the maintenance of buses with those in office administration.

<div align="center">Table-9</div>

Table 9(a): Descriptive statistical analysis on grievance redressal mechanism on basis of nature of work

Nature of work	N	Mean	Std. Deviation	Std. Error
Operation of buses	18	17.9444	3.05772	.72071
Maintenance of buses	42	15.7143	4.12184	.63601
Office administration	60	16.5000	3.59142	.46365
Total	120	16.4417	3.75689	.34296

Source: Data collected through questionnaire

Table 9(b): ANOVA result on grievance redressal mechanism

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	63.076	2	31.538	2.283	.107
Within Groups	1616.516	117	13.816		
Total	1679.592	119			

Table 9(c): Post hoc result on grievance redressal mechanism

Nature of work		Mean Difference	Std. Error	Sig.
Operation of buses	Maintenance of buses	2.23016	1.04716	.088
	Office administration	1.44444	.99892	.321
Maintenance of buses	Operation of buses	-2.23016	1.04716	.088
	Office administration	-.78571	.74782	.547
Office administration	Operation of buses	-1.44444	.99892	.321
	Maintenance of buses	.78571	.74782	.547

*The mean difference is significant at the 0.05 level.

The perception regarding grievance redressal mechanism was rated by asking 5 questions and using the five point Likert scale to determine the minimum and maximum scores. Thus 5 is the minimum score and maximum score is 25 for this variable.Table 9(a) shows a mean score 17.9444, which is maximum, for staff engaged in operation of buses, while it showsa score of 15.7143, which is minimum, in the case of maintenance of buses. In table9(b),the value of f-test is more than 0.05,whichmeans that there exists only insignificant difference in the opinion of employees. Table 9(c) post hoc test reveals that employees havesimilar views regarding the grievance redressal mechanism of HRTC.

Table-10

Table 10(a): Descriptive statistical analysis on working conditions on basis of nature of work

	N	Mean	Std. Deviation	Std. Error
Operation of buses	18	15.7778	3.94902	.93079
Maintenance of buses	42	14.7143	3.69103	.56954
Office administration	60	16.6000	2.87125	.37068
Total	120	15.8167	3.42748	.31288

Source: Data collected through questionnaire

Table 10(b): ANOVA tests results on working conditions

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	87.884	2	43.942	3.924	.022
Within Groups	1310.083	117	11.197		
Total	1397.967	119			

Table -10(c): Post hoc results for working conditions

Nature of work		Mean Difference	Std. Error	Sig.
Operation of buses	Maintenance of buses	1.06349	.94269	.499
	Office administration	-.82222	.89927	.632
Maintenance of buses	Operation of buses	-1.06349	.94269	.499
	Office administration	-1.88571*	.67322	.016
Office administration	Operation of buses	.82222	.89927	.632
	Maintenance of buses	1.88571*	.67322	.016

*The mean difference is significant at the 0.05 level.

The perception regarding working conditions was rated by asking 5 questions and using the five point Likert scale to determine the minimum and maximum scores. Thus 5 is the minimum score, while maximum score is 25 for this variable.Table 10(a) shows a maximum mean score of 16.6000 for staff engaged in office administration while it records a minimum score of 14.7143 in the case of staff engaged in maintenance of buses. In table10(b), the value of f-test is less than 0.05,whichreveals thatthere issignificant difference in the opinion of employees. Table 10(c) test showsthat difference exists in the opinion of employees engaged in maintenance of buses with those in office administration.

Table-11

Table 11(a): Descriptive statistical analysis on job security &safety on basis of nature of work

Nature of work	N	Mean	Std. Deviation	Std. Error
Operation of buses	18	11.6667	4.18681	.98684
Maintenance of buses	42	11.9286	4.02670	.62133
Office administration	60	10.9333	3.20945	.41434
Total	120	11.3917	3.66289	.33437

Table 11(b): ANOVA test results on job security &safety

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	26.073	2	13.036	.971	.382
Within Groups	1570.519	117	13.423		
Total	1596.592	119			

Table11(c): Post hoc test result on job security &safety

Nature of work	Nature of work	Mean Difference	Std. Error	Sig.
Operation of buses	Maintenance of buses	-.26190	1.03215	.965
	Office administration	.73333	.98461	.737
Maintenance of buses	Operation of buses	.26190	1.03215	.965
	Office administration	.99524	.73710	.371
Office administration	Operation of buses	-.73333	.98461	.737
	Maintenance of buses	-.99524	.73710	.371

*The mean difference is significant at the 0.05 level.

The job security & safety perception was rated by asking 4 questions and using the five point Likert scale to determine the minimum and maximum scores. Thus 4 is the minimum score and maximum score is 20 for this variable.Table 11(a) shows a mean score of 11.9286, which is maximum, for staff engaged in maintenance of buses and10.9333, which is minimum, in the case of office administration. In table11(b), the value of f-test is more than 0.05,whichmeans that there exists no significant difference in the opinion of employees. Table 11(c) test reveals that employees possesssimilar views regarding job security & safety in the organization.

Table-12

Table 12(a): Descriptive statistical analysis on conflict &pressure on basis of nature of work

	N	Mean	Std. Deviation	Std. Error
Operation of buses	18	18.9444	3.73335	.87996
Maintenance of buses	42	18.8810	5.52247	.85214
Office administration	60	20.6500	3.45835	.44647
Total	120	19.7750	4.38190	.40001

Source: Data collected through questionnaire.

Table 12(b): ANOVA test result on conflict &pressure

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	91.926	2	45.963	2.452	.091
Within Groups	2192.999	117	18.744		
Total	2284.925	119			

Table 12(c): Post hoc test on conflict &pressure

Nature of work	Mean Difference		Std. Error	Sig.
Operation of buses	Maintenance of buses	.06349	1.21967	.999
	Office administration	-1.70556	1.16349	.311
Maintenance of buses	Operation of buses	-.06349	1.21967	.999
	Office administration	-1.76905	.87102	.109
Office administration	Operation of buses	1.70556	1.16349	.311
	Maintenance of buses	1.76905	.87102	.109

*The mean difference is significant at 0.05 level.

The perception regarding conflict & pressure was rated by asking 6 questions and using the five point Likert scale to determine the minimum and maximum scores.Thus6 is the minimum score and maximum score is 30 for this variable.Table 12(a) shows a mean score of 20.6500, which is maximum, for staff engaged in office administration and a score of18.8810, which is minimum, in the case of maintenance of buses. In table12 (b), the value of f-test is more than 0.05, which means that there exists only insignificant difference in the opinion of employees. Table 12(c) post hoc test also reveals that employees havesimilar views regarding conflict &pressure in the HRTC.

Table-13

Table 13(a): Descriptive statistical analysis on events &celebration on basis of nature of work

Nature of Work	N	Mean	Std. Deviation	Std. Error
Operation of buses	18	10.2222	2.10198	.49544
Maintenance of buses	42	9.2381	1.60502	.24766
Office administration	60	10.3000	2.09357	.27028
Total	120	9.9167	1.98559	.18126

Source: Data collected through questionnaire

Table 13(b): ANOVA result regarding events &celebration

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	29.837	2	14.918	3.973	.021
Within Groups	439.330	117	3.755		
Total	469.167	119			

Table 13(c): Post hoc result regarding events & celebration

Nature of work		Mean Difference	Std. Error	Sig.
Operation of buses	Maintenance of buses	.98413	.54591	.173
	Office administration	-.07778	.52076	.988
Maintenance of buses	Operation of buses	-.98413	.54591	.173
	Office administration	-1.06190*	.38985	.020
Office administration	Operation of buses	.07778	.52076	.988
	Maintenance of buses	1.06190*	.38985	.020

*The mean difference is significant at 0.05.

The HRTC employee perception on events & celebrationwas rated by asking 3 questions and using the five point Likert scale to determine the minimum and maximum scores. Thus 3 is the minimum score and maximum score is 15 for this variable.Table 13(a) shows a mean score 10.3000, which is maximum, for staff engaged in office administration while a minimum score of9.2381 is assigned to maintenance of buses. In table13(b), the value of f-test is less than 0.05 whichmeans there exists significant difference in the opinion of employees. Table 13(c) reveals that difference exists in the opinion of employees engaged in maintenance of buses with those engaged in office administration as compared to other employees of organization.

Table-14

Table 14(a): Descriptive statistical analysis on career &development on basis of nature of work

Nature of work	N	Mean	Std. Deviation	Std. Error
Operation of buses	18	8.5000	1.91741	.45194
Maintenance of buses	42	8.2143	2.70983	.41814
Office administration	60	9.5667	2.63848	.34063
Total	120	8.9333	2.63057	.24014

Source: Data collected through questionnaire

Table 14(b) ANOVA result on career &development

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups(Combined)	49.162	2	24.581	3.714	.027
Within Groups	774.305	117	6.618		
Total	823.467	119			

Table 14(c): Post hoc result on career &development

Nature of work		Mean Difference	Std. Error	Sig.
Operation of buses	Maintenance of buses	.28571	.72473	.918
	Office administration	-1.06667	.69135	.275
Maintenance of buses	Operation of buses	-.28571	.72473	.918
	Office administration	-1.35238[*]	.51756	.027
Office administration	Operation of buses	1.06667	.69135	.275
	Maintenance of buses	1.35238[*]	.51756	.027

*The mean difference is significant at 0.05.

The perception regarding career & development was rated by asking 3 questions and using the five point Likert scale to determine the minimum and maximum scores. Thus 3 is the minimum score, whereasthemaximum score is 15 for this variable.Table 14(a) shows a maximum mean score 9.5667 for staff engaged in office administration while the employees engaged in maintenance of buses received a minimum mean score of8.2143. In table14(b), the value of f-test is less than 0.05,whichmeans that there exists significant difference in the opinion of employees. Table 14(c) reveals that difference exists in the opinion of employees engaged in maintenance of buses with those in office administration as compared to other employees of organization regarding career and development.

Thus it can beconcluded from thisstudy that the Himachal Road Transport Corporation

shouldrealize the perceptions of the employees regarding existing human resource management measures and should become more aware of the importance of human resource to the organization.The current HRM practices need to bemodified and improved in order to ensure maximum satisfaction for the workforce regarding their work situation. Attention must be paidtonurturing the real wealth of the organization with the implementation of effective HRM practices for the fruitful growth and success of the organization.

- With the adaptation to changing technological environment andto retain the best talent, efforts need to be made by the management to improve human resource related issues and find ways in which such activities can be executed with maximum efficacy.

- Management must try their best to provide maximum social as well as psychological satisfaction to their employees. There is a dire need to carryout revival measures related to the human resource management practices in the organization with necessary changes in outlook.

- Transparency, ethical principles, and good governance lead to maximizing the profitability of the organization legally, ethically, and on a sustainable basis, while also ensuring trust, integrity, openness, performance orientation, responsibility, equity, transparency, mutual respect, and commitment to the organization. Following the sameen hances the performance of employees by creating anenvironment that motivates the employees to maximize their performance level, enhance operational efficiency, and ensureslong-term profitability and growth.

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