

An Empirical Study on Recruitment and Selection Practices In BSRTC: With Special Reference To Drivers And Conductors

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ABSTRACT

Bihar State Road Transport Corporation was established on 1 May 1959 by the Government of Bihar under section 3 of the Road Transport Corporation Act, 1950. The Corporation is under the administrative control of Transport Department of the Government of Bihar. It is a statutory commercial body for providing safe, adequate and comfortable bus services to the people. After 59 years of existence, one can see that BSRTC has not achieved this objective in several respects. This large public sector corporation considered as a big drain on the Bihar economy, because of the huge losses it has been incurring year after year. This study was undertaken to analyze the perceptions of sample respondents with regard to the recruitment and selection programmes undergone by BSRTC. The main objective is to identify general practices that organisations use to recruit and select drivers and conductors and to determine how the recruitment and selection practices affect organisational outcomes at BSRTC. The data used in this paper is primary in nature and collected through personal interviews in the form of questionnaire from a sample of 220 employees in Bihar state road Transport Corporation. Chi square test is used for hypothesis testing.

Keywords: Recruitment and Selection, BSRTC, Driver and Conductors, Working conditions and Job Satisfaction

Introduction

Highly motivated and highly skilled employees are the most important assets of an organization. Organization can achieve its goals and it can accomplish its objectives only with the help of competent employees. An organization can be a successful organization on the basis of caliber of human resource. And that is why recruitment of employees plays an important role in an organization. Initially an organization has to find out the requirement for human resource in the form of quantity and quality. Then management has to decide the resources from which it can fulfill its need for human resource and such search is called as Recruitment. And not only finding resources for prospective employees is recruitment but also it consists of making plan for attracting them towards organization. The term recruitment and selection is different from each other because recruitment means searching the candidates who will fit in organization for a job and also making them attracted for applying for that job and proper planning is essential for process. Selection is next step to recruitment in which actually candidates get evaluated and get selected or rejected. In this way recruitment is one of the important functions of Human Resource Department.

Review of Literature

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.

French ray and Rumbles sally (2010) says that the important role of recruitment and selection within the process of leading, managing and developing people. Recruitment and selection is pivotal in this regard in certain important respects.

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.

Purcell and Wright (2007), highlight five different questions an organization has to answer to have an effective recruitment strategy in order to pursue its survival and success. Those questions are "Whom to recruit?", "Where to recruit?", "What recruitment sources to use?", "When to recruit?" and "What message to communicate?" The notion of effectiveness in this study relates to the manner by which organisations implements its employment policies. The essence is to understand whether such policies are applied appropriately in the way they have been designed.

Navaneetha Krishna, R. (2012) studied the employee perception of Human Resource Management Practices in Karnataka State Road Transport Corporation, Bangalore. Here, the employees in KSRTC are categorized into 3 levels such as drivers and conductors, technical staff and administrative staff and from each level select 10% of the employees are selected as samples. The researcher found that the employees are satisfied with the overall Human Resource Management practices in Karnataka State Road Transport Corporation.

Objectives of the study

To identify existing recruitment and selection practices adopted by BSRTC.

- ❖ To analyse the impact of existing recruitment and selection practices on the performance of driver and conductors.
- ❖ To analyze the impact of working condition on the performance of the driver and conductor.
- ❖ To study the job satisfaction with the working condition of driver and conductors.
- ❖ To suggest appropriate Measures for improving Recruitment and Selection process in BSRTC under study.

Concept of Recruitment and Selection

Recruitment and selection are two important functions of human resource management. Technically speaking the function of recruitment precedes the selection function. It includes finding, developing prospective employees and attracting them to apply for jobs in an organization. Selection is the process of finding out the most suitable candidate to the job.

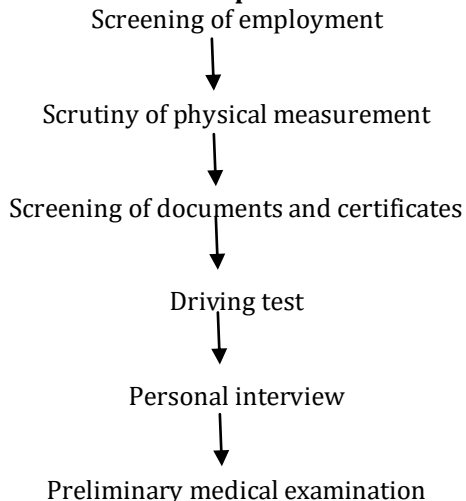
Recruitment is the first stage in the process which continues with selection and ends with the placement of candidate. Recruitment facilitates in acquiring the number and the types of people necessary to ensure continued operations of the organizations. Recruitment is finding the potential applicants for actual or anticipated org vacancies thus; it acts as link in bringing together the people with jobs and those seating jobs. The purpose of recruitment is to identify suitable man power to meet the job requirements and job specifications.

It is the most important function of personnel administration on the other hand selection is concerned with securing right information about the applicant. The object of selection process is to determine whether the prospective candidate possesses the qualification for the specific job it is a long process. Starts from the interview and ends with the contract of employment

History of Recruitment and Selection Practices of drivers and conductors in BSRTC :

This research is going to cover recruitment and Selection process of Drivers and conductors of BSRTC. According to the Circular issued by the Corporation needed to provide all necessary information about them to organization like age, minimum height, holding of H.T.V license/P.S.V. Badge. And on the basis of such information organization was calling candidates for initial test and candidates got evaluated that whether they have enough talent and skills according to required standard or not. Then the responsibility scrutinizing of application was on a committee, consisting of M.V.I., D.T.O. and training inspector or expert drivers. It was the very initial process of recruitment and selection. But afterwards this whole process got revised.

Recruitment and Selection process of drivers in BSRTC



1. Screening of employment

There was the first step of screening committee of BSRTC to scrutinize each and every application with a view to finding out on the basis of educational qualification, age, H.T.V. (Heavy Transport Vehicles) licence & P.S.V. (Public Service Vehicles) badge, driving experience, accidental records like over speeding drunk driving etc.

2. There was not conducted any types of written examination for drivers recruitment.

3. Scrutiny of physical measurement

In this step BSRTC was conducted physical measurement of a scrutinized candidate. On the basis of height, weight, chest measurement etc.

4. Screening of documents and certificates

BSRTC was verifying the document and certificates provided by the applicant. The screening committee was personally scrutinizing all the original certificates to be produced by the candidates at the same of scrutiny.

5. Driving test

Driving test was conducted by all the members of the screening committee. The candidate has to give test on the prescribed map by the corporation then after he has to drive on the road.

6. Personal interview

In this step interviewer was asked questions about past service, family background, income of his family, about his satisfaction level related to his housing and home condition and why he wants to work in State Transport Corporation. These kinds of questions give clue about worries he may carry to his job and whether he has other vices such as gambling other type of intoxication etc.

7. Preliminary medical examination

The candidate was placed before the Head Medical Officer for medical checkup. In order to have detailed record of the medical examination of the candidate for the post of driver. The H.M.O. should fill the medical examination form in the given performa.

Final test in driving will be conducted by M.E. (O). Those candidates who are successful in the final test will then be placed before the sub.Committee of the service board for final selection as per the usual procedure of recruitment, after final completion of training and before the appointment to the driver. The candidate will be placed the civil surgeon as usual for medical examination and on the basis of the fitness certificate by the Civil Surgeon only he will be appointed as driver.

Conductors/Assistant traffic inspector (junior)

1. There will be 100 marks examination for evaluation of knowledge of candidates.
2. Minimum 35% marks are required for getting passed in the examination.
3. If adequate numbers of candidates are not available then rule of 35% marks will be flexible for backward class candidates these candidates will be eligible for further process with 30% marks.
4. There will not be any professional test for conductors.
5. After successful completion of written examination, those who are passed in this exam will call for further test in 1:3 ratios as per cast division.
6. Those who passed in written test, such candidates will invite for interview.
7. 90% on written examination marks, 10% on interview marks, after calculating marks in this manner according to merit list decision of final selection will be taken.
8. It is mandatory for selected candidates to finish MS-CIT course and submit its certificate within two year from the date of joining in ST Corporation.

Present Status of Recruitment and Selection Practices of driver and conductors in BSRTC

The researchers were found during the interview of an administrative staff of BSRTC about the recruitment and selection procedure of drivers and conductors, presently BSRTC are not directly adopted permanently recruitment and selection procedure of driver and conductors. The Corporation directly hired driver and conductors from **Nishant Enterprises** on the daily wages base. These enterprises are HR Consulting Agencies which are recruited driver and conductor on the basis of their experience and driving test. This Enterprise provides drivers and conductors for daily wages 300 Rs. per day for driver and 247 Rs. per day for conductors and overtime allowance is not given to the driver and conductors.

During the research, researcher was also found that, since 1992 permanently/regular recruitment and selection procedure of driver and conductor was postponed. Only 25 drivers and approximately 150 conductors are remaining, who are going to retire a few years later. After 2003 BSRTC has started to recruit driver and conductors on the contractual basis. In 2015 BSRTC tied up with Nishant Enterprises for the fulfillment of driver and conductors requirement on the daily wages base.

Important role and responsibility of drivers and conductors towards the Corporation and passengers

The driver and conductors are backbone of BSRTC as the life starting of large number of passengers, on whom BSRTC depends, remains in the hands of them. The drivers and conductors build image of BSRTC. Hence lots of responsibility of driver and conductors towards the Corporation and the passengers.

A driver has some typically responsibility which is as follow:

- Check the bus tires, lights, and oil and do other basic maintenance
- Keep the bus clean and presentable to the public
- Pick up and drop off passengers at designated locations
- Follow a planned route according to a time schedule
- Help disabled passengers get on and off the bus
- Obey traffic laws and state and federal transit regulations
- Follow safety procedures to make sure they and all passengers are safe
- Keep passengers informed of possible delays

Conductor’s Responsibility

Bus conductors have a range of responsibilities, which include

- Collecting fares
- Issuing tickets
- Helping passengers with baggage
- Advising on destinations and ensuring the safety of passengers.
- Good communication skill with the passengers.
- To make co-ordination between driver, passenger and the Corporation.
- Inform to the technical staff about any types of maintenance.

In addition to these, there is some paperwork involved, for instance when

- recording fares,
- checking timetables
- Calculating money quickly and accurately.
- Punctuality and smart appearance is also the responsibility of conductors of BSRTC. .

Research Methodology :

Type of Research: This research is an empirical in nature.

Population: Employees working in BSRTC.

Selection of samples: 220 respondents selected from BSRTC. The 220 respondents comprises of driver and conductors only.

Sampling Unit: For this study the respondents was the employees of BSRTC.

Sampling Technique: Stratified random sampling methods have been used for the study.

Hypothesis testing tools: For hypothesis testing Chi Square test is used.

Tools of Data Collection

Primary data:

The primary data have been collected using a structured questionnaire as well as personal interview method.

Secondary data:

The secondary data have been gathered from the annual reports of the BSRTC, CAG report, Economic Survey and the various issues of SRTUs, websites, journals and working papers.

Hypothesis 1:

H₀: There is no significant relation between working condition and job satisfaction.

H_a: There is significant relation between working condition and job satisfaction.

Hypothesis 2:

H₀: There is no significant relation between working condition and work performance.

H_a: There is significant relation between working condition and work performance.

Data Analysis and Interpretation

Table 1- Age in Category

S.No.	Age	Respondents	% of Respondents
1	Below 30	55	25
2	31-40	143	65

3	41-50	13	6
4	Above 50	9	4

Source: Primary data

Interpretation:

As per the analysis 65% of the respondents are in the age group of 31-40. While 25% are in the age group of below 30 and lowest majority of the respondent's age are above 50.

Table 2- Work Experience

S.No.	Work Experience	Respondents	% of Respondents
1	Below 5 Years	180	82
2	6-10 Years	20	9
3	11-15 Years	13	6
4	Above 20 Years	7	3

Source: Primary data

Interpretation:

Table 2 shows that the work experience in BSRTC. 82% of the respondents having the work experience below 5 years while 9% of the respondents having 6 to 10 years work experience and having lowest work experience respondents are 20 years above.

Table 3- Monthly income

S.No.	Monthly income	Respondents	% of Respondents
1	Below 10000	187	85
2	10001-20000	22	10
3	Above 20000	11	5

Source: Primary data

Interpretation:

Table 3 shows that 85% of the driver and conductors in BSRTC are come under the income group of below 10000. 10% of the respondents are come under the income group of 10001-20000 and only 5% of the respondents come under the income group of above 20000.

Table 4- Working hours of Drivers and Conductors

S.No.	Working Hours	Respondents	% of Respondents
1	8-9 hours	35	16
2	9-10 hours	185	84

Sources: Primary data

Interpretation:

According to the analysis 16% drivers and conductors have normal working hours, while 84% drivers and conductors have more than normal working hours.

Table 5- Get overtime allowance for extra working hours

S.No.	Overtime allowance for extra work	Respondents	% of Respondents
1	Yes	33	15
2	No	187	85

Sources: Primary data

Interpretation:

According to the analysis 85% of the drivers and conductors do not get overtime allowance for extra working hours while only 15% driver and conductors gets overtime allowance.

Table 6- Facility provided by BSRTC in the rest room

S.No.	Facility Provided	Respondents	% of Respondents
1	Excellent	0	0
2	Good	0	0

3	Average	9	4
4	Poor	211	96

Sources: Primary data

Interpretation:

According to the analysis 4% respondents opinion that the rest room facility provided by BSRTC is Average while 96 % drivers have expressed opinion that the rest room facility provided by the BSRTC is very poor.

Table 7- Canteen facility provided by BSRTC to bus drivers and conductors

S.No.	Canteen facility	Respondents	% of Respondents
1	Excellent	0	0
2	Good	0	0
3	Average	11	5
4	Poor	209	95

Sources: Primary data

Interpretation:

As per the analysis 5% respondents have opinion that canteen facility & food quality is average, while according to 95% respondent's opinion that the canteen facility & food quality is poor.

Table 8- Recruitment and selection effect on employee performance

S.No.	Recruitment and selection effect	Respondents	% of Respondents
1	Yes	180	82
2	No	33	15
3	Can't say	7	3

Sources: Primary data

Interpretation:

According to the analysis 82 % majority of the respondents indicated that the practice had incredible affect their performance. 15% where of the view that there had not been any improvement in their performance. Employees who did not recognize the effect on their performance where 3% constituting.

Table 9- Sources of man power supply in Your Corporation

S.No.	Canteen facility	Respondents	% of Respondents
1	Internal Sources	0	0
2	External Sources	220	100
3	Both Internal and External	0	0

Sources: Primary data

Interpretation:

According to the analysis 100% driver and conductors are hired from External sources.

Table 10- Does the corporation strictly follow promotional policies

S.No.	Promotional policies	Respondents	% of Respondents
1	Yes	11	5
2	No	209	95

Sources: Primary data

Interpretation:

As per the analysis 95 % respondent's opinion that the corporations do not follow promotional policies while according to 5% respondent's opinion that the corporation follow promotional policies.

Table 11- Are you satisfied with existing recruitment and selection procedure of the Corporation

S.No.	Recruitment and Selection Satisfaction	Respondents	% of Respondents
1	Highly satisfied	0	0
2	Moderate satisfied	20	9
3	Can't say	9	4
4	Not satisfied	191	87

Sources: Primary data

Interpretation:

According to the analysis 87 % driver and conductors are not satisfied with existing recruitment and selection procedure. While 9% respondents are moderate satisfied.

Table 12- Are you aware of the performance appraisal reports in Your Corporation

S.No.	Performance Appraisal Report	Respondents	% of Respondents
1	Partially aware	26	12
2	Fully aware	0	0
3	Unaware	194	88

Sources: Primary data

Interpretation:

Table 12 shows the awareness of performance appraisal reports in BSRTC. Majority of the respondents are unaware about the performance appraisal reports in BSRTC.

Table 13-Job Satisfaction

S.No.	Job Satisfaction	Respondents	% of Respondents
1	Highly satisfied	0	0
2	Moderate satisfied	33	15
3	No alternatives	35	16
4	Not satisfied	152	69

Sources: Primary data

Interpretation:

According to the analysis 69% driver and conductors are not satisfied with the job, while 16% drivers and conductors opinion that there is no alternative to do this job and 15%are moderate satisfy with the job.

Table 14- Low performance of BSRTC

S.No.	Low performance of BSRTC	Respondents	% of Respondents
1	Excessive Political interference	7	3
2	Poor management	22	10
3	Better service provided by private bus operator	33	15
4	Dissatisfaction among workers	158	72

Sources: Primary data

Interpretation:

The analysis reveals that 72% respondent's opinion that dissatisfaction among workers is the main reason for low performance of BSRTC, while according to 10% respondent's opinion that poor management is the reason for low performance and 15% opinion are better service provided by private bus operator is the reason for low performance of BSRTC.

Table 15- Job Security

S.No.	Job Security	Respondents	% of Respondents
1	Secure	11	5
2	Can't say	7	3
3	Insecure	180	82
4	No alternatives	22	10

Sources: Primary data

Interpretation:

As per the analysis 82% respondents feel insecure to the job while 10% respondent's opinion that there are no alternative except this job and 5% respondent's feel secured to the job.

Hypothesis Testing**Hypothesis 1:**

H₀: There is no significant relation between working condition and job satisfaction.

H_a: There is significant relation between working condition and job satisfaction.

Table 16 in respect of tables 13 Job Satisfaction

Job Satisfaction	Observed Frequency O_i	Expected Frequency E_i	$O_i - E_i$	$(O_i - E_i)^2 / E_i$
1	0	25	-25	25
2	15	25	-10	4
3	16	25	-9	3.24
4	69	25	44	77.44

So, $X^2 = \sum (O_i - E_i)^2 / E_i = 109.68$
 Hence, Degree of freedom = $(n - 1) = (4 - 1) = 3$

Decision rule 1 -

The table value of X^2 for 3 degrees of freedom at .001 level of significance is 16.266. The calculated value of X^2 is much higher than this table value. Hence the results of the test statistics indicates to reject null hypothesis and accept alternative hypothesis. Therefore we can conclude that statistically there is significant relation between working condition and job satisfaction.

Hypothesis 2:

H_0 : There is no significant relation between working condition and work performance.

H_a : There is significant relation between working condition and work performance.

Table 17 in respect of tables 14 Low Performance

Performance	Observed Frequency O_i	Expected Frequency E_i	$O_i - E_i$	$(O_i - E_i)^2 / E_i$
1	3	25	-22	19.36
2	10	25	-15	9.00
3	15	25	-10	4.00
4	72	25	47	88.36

So, $X^2 = \sum (O_i - E_i)^2 / E_i = 120.72$
 Hence, Degree of freedom = $(n - 1) = (4 - 1) = 3$

Decision rule 2 -

The table value of X^2 for 3 degrees of freedom at .001 level of significance is 16.266. The calculated value of X^2 is much higher than this table value. Hence the results of the test statistics indicates to reject null hypothesis and accept alternative hypothesis. Therefore we can conclude that statistically there is significant relation between working condition and work performance.

Findings:

From the above data analysis, the findings are:

- ❖ Most of the driver and conductor are youngest.
- ❖ Mostly driver and conductors gets below 10,000 per month which is not respectable wages.
- ❖ The working hours of the driver and conductors are excess as compare to the normal working hours i.e. eight hours. For the extra working hours, they do not get the overtime allowance.
- ❖ The rest room facility provided by the BSRTC is very poor.
- ❖ BSRTC does provide neither canteen facility nor concessional rate food to the driver & conductors moreover the food quality in the canteen is poor.
- ❖ In 2015, BSRTC tied up with Nishant Enterprises. The corporation directly hired driver & conductors from the Nishant Enterprises, which are the external sources of Manpower.
- ❖ The BSRTC does not follow promotion policies after long service and good performance.
- ❖ All driver and conductors are fully unsatisfied with existing recruitment and selection practices.
- ❖ All driver and conductors are unaware towards the performance appraisal report of the corporation.
- ❖ Dissatisfaction among workers is one of the main reasons for low performance of BSRTC.
- ❖ Most of the drivers and conductors are not satisfied with their job because there is no any alternative scope for them. They feel insecure towards the life and they always search about better job.

Suggestions:

- ❖ Mostly driver and conductors are youth so, lots of potentiality for the advancement of the corporation. Therefore their jobs should be permanently and increase payment. So that they give more attention on their job.
- ❖ The working hours of the drivers should be reduced as per the normal working hour, if the driver works more than eight hours then overtime should be paid as a double rate of normal wages.
- ❖ BSRTC should provide good rest room facility, with proper ventilation, proper lighting, water cooler facility. The rest room should be cleaned daily through housekeeping person. Washroom should be cleaned daily & should keep hygienic, so that this could not be affect on drivers and conductor's health and driving efficiency.
- ❖ BSRTC should provide canteen facility to the bus drivers with subsidized food and quality of the food should be monitored by the management of BSRTC or canteen committee should be formed of workers and the management with equal in numbers, hence it becomes easier for them to keep control over the quality of the food.
- ❖ If recruitment and selection process is adopted fairly by the Transport Corporation, then eligible and competent candidates will be selected so that the selected candidates will be able to give more attention to the advancement of the corporation and not think about the other job. Therefore, the corporation itself should adopt the recruitment and selection process rather than hire it from HR Consulting agency.
- ❖ The BSRTC must be adopted promotional policies strictly on the basis of their performance or merit base.
- ❖ The BSRTC should be established separate HRM department for adopting permanently recruitment and selection procedure, performance appraisal, promotional policies etc.
- ❖ The BSRTC has great challenges which are the poor human resource (HR) planning, ineffective job analysis, competency level on the part of employee, cost of recruitment & selection of employee, lack of human resource department and poor working condition of workers. The corporation should always try to reform this problem.
- ❖ It suggests that the BSRTC should adopt modern HR practices to gain confidence among employees; it has a scope of participative management.

Conclusions :

Bihar State Road Transport Corporation was formed with the objective of providing safe adequate and comfortable, efficient, economic and properly coordinated passenger service to the people of Bihar. After 59 years of existence, BSRTC has not achieved this objective in several respects. This large public sector corporation considered as a big drain on the Bihar economy, because of the huge losses it has been incurring year after year.

Recruitment and selection have positive as well as negative impact on work efficiency of driver and conductors. The study has revealed that the driver and conductors are fully unsatisfied with this job in BSRTC. Because it is very difficult to work in the organisation while poor working condition, no job security, no respectful wages, no overtime allowance are given by the corporation. In spite of all, with minimum satisfaction they are contributing their efforts for about 12 hours or some time more than 12 hours per day just because it is a government protected job and with the expectation to become permanent and get promotion. If the BSRTC provides better rest room, canteen facility and over time allowance facilities they will be highly satisfied and may work with great efficiency. It is observed that, not providing better working conditions to driver & conductors has developed a sense of exploitation among them. The study explores the scope for BSRTC management to restructure its management and administration policies in the perspective of Human Resource Development.

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