

EFFECTIVENESS OF HUMAN RESOURCE DEVELOPMENT PROGRAMMES IN PUBLIC TRANSPORT ORGANIZATIONS: A STUDY OF APSRTC

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ABSTRACT

Human Resource Development (HRD) plays a vital role in improving employee performance, organizational productivity, and service quality in public transport organizations. The present study examines the effectiveness of Human Resource Development programmes implemented in Andhra Pradesh State Road Transport Corporation (APSRTC). The study evaluates the impact of training, employee development initiatives, performance appraisal systems, motivation programmes, and welfare measures on employee productivity and organizational effectiveness. Primary data were collected from 120 APSRTC employees through a structured questionnaire using convenience and stratified sampling methods. Secondary data were collected from journals, books, annual reports, government publications, and official APSRTC records.

The statistical tools used for analysis include Percentage Analysis, Mean Score Analysis, Chi-Square Test, Correlation Analysis, and Regression Analysis. The findings reveal that HRD programmes significantly influence employee motivation, job satisfaction, skill enhancement, and organizational commitment. The study also indicates that training programmes positively impact employee productivity and service efficiency. However, challenges such as inadequate digital training, limited promotional opportunities, and work stress continue to affect employee satisfaction.

The study concludes that APSRTC must strengthen employee development initiatives by adopting technology-based training programmes, transparent appraisal systems, and continuous learning mechanisms to improve operational efficiency and employee engagement.

Keywords: Human Resource Development, APSRTC, Employee Training, Public Transport Organization, Employee Performance, Organizational Effectiveness, HRD Programmes.

1. INTRODUCTION

Human Resource Development (HRD) is considered one of the most important managerial functions in modern organizations. In service-oriented sectors such as public transportation, employee efficiency and customer service largely depend upon the effectiveness of HRD programmes. Public transport organizations operate in a dynamic environment where employee skills, motivation, communication, and performance management significantly influence organizational success.

Andhra Pradesh State Road Transport Corporation (APSRTC) is one of the major public transport organizations in India, providing transportation services across urban and rural regions. APSRTC employs a large workforce consisting of drivers, conductors, technical staff, supervisors, and administrative personnel. The corporation regularly conducts HRD activities such as employee training, leadership development, safety programmes, skill enhancement workshops, welfare measures, and performance appraisal systems.

The effectiveness of HRD programmes is crucial for improving operational efficiency, reducing employee stress, enhancing customer satisfaction, and ensuring sustainable organizational growth. Therefore, this study attempts to evaluate the effectiveness of HRD programmes implemented in APSRTC and their impact on employee performance and organizational effectiveness.

2. REVIEW OF LITERATURE

Nadler (1984) Nadler emphasized that Human Resource Development is a continuous process designed to improve employee competencies and organizational performance through training and development activities.

Swanson and Holton (2001) Swanson and Holton explained that HRD contributes significantly to organizational development by improving employee knowledge, motivation, and work efficiency.

Rao (2005) Rao identified HRD as a strategic function that enhances employee capabilities, leadership quality, and organizational culture in both public and private sector organizations.

Armstrong (2009) Armstrong stated that employee training and development programmes improve employee productivity and strengthen organizational competitiveness.

Gupta and Sharma (2016) The study found that effective HRD practices increase employee commitment and reduce absenteeism in public sector organizations.

Kumar and Reddy (2019) Their research on transport organizations indicated that employee training and safety development programmes positively influence service quality and operational performance.

Singh and Rao (2021) The authors concluded that employee motivation and welfare programmes significantly improve job satisfaction and organizational commitment in transportation services.

3. RESEARCH GAP

Most previous studies focused on HRD practices in manufacturing and private organizations. Limited research has been conducted on the effectiveness of HRD programmes in public transport organizations such as APSRTC. Hence, the present study attempts to bridge this research gap by analyzing HRD effectiveness in APSRTC.

4. OBJECTIVES OF THE STUDY

1. To examine the effectiveness of HRD programmes in APSRTC.
2. To analyze the relationship between HRD programmes and employee performance.
3. To study employee satisfaction towards HRD initiatives in APSRTC.

4. To identify challenges associated with HRD implementation in APSRTC.
5. To provide suggestions for improving HRD practices in public transport organizations.

5. HYPOTHESES OF THE STUDY

H1: There is a significant relationship between HRD programmes and employee performance.

H2: Employee training programmes significantly influence job satisfaction.

H3: There is a significant association between employee welfare measures and organizational commitment.

6. RESEARCH METHODOLOGY

6.1 Nature of the Study

The study is descriptive and analytical in nature.

6.2 Sources of Data

Primary Data

Primary data were collected through a structured questionnaire distributed among APSRTC employees.

Secondary Data

Secondary data were collected from books, journals, research articles, government reports, APSRTC annual reports, and websites.

6.3 Sampling Technique

Stratified random sampling and convenience sampling methods were used.

6.4 Sample Size

The study collected responses from 120 employees working in different APSRTC depots.

6.5 Area of the Study

The study was conducted in selected APSRTC depots located in Andhra Pradesh.

6.6 Statistical Tools Used

1. Percentage Analysis
2. Mean Score Analysis
3. Chi-Square Test
4. Correlation Analysis
5. Regression Analysis

7. DATA ANALYSIS AND INTERPRETATION

Table 1: Demographic Profile of Respondents

Demographic Factor	Category	Respondents	Percentage
Gender	Male	84	70.0%
	Female	36	30.0%
Age	Below 30 Years	28	23.3%
	31–45 Years	62	51.7%

	Above 45 Years	30	25.0%
Designation	Drivers	44	36.7%
	Conductors	38	31.7%
	Technical Staff	22	18.3%
	Administrative Staff	16	13.3%
Experience	Below 5 Years	24	20.0%
	5–15 Years	60	50.0%
	Above 15 Years	36	30.0%

Interpretation

The majority of respondents were male employees (70.0%). Most respondents belonged to the age group of 31–45 years (51.7%). Drivers and conductors represented the largest proportion of employees surveyed in APSRTC depots.

Table 2: Employee Opinion on HRD Programmes

HRD Variable	Highly Satisfied	Satisfied	Neutral	Dissatisfied	Highly Dissatisfied
Training Programmes	42	46	16	10	6
Performance Appraisal	30	44	24	14	8
Welfare Measures	38	48	18	10	6
Promotion Policy	24	40	28	18	10
Safety Training	50	42	14	8	6

Interpretation

Most respondents expressed satisfaction with training programmes and welfare measures. Safety training received the highest satisfaction level among employees.

Table 3: Mean Score Analysis

Variable	Mean Score	Rank
Safety Training	4.28	I
Welfare Measures	4.12	II
Training Programmes	4.05	III
Performance Appraisal	3.76	IV
Promotion Policy	3.48	V

Interpretation

Safety training was ranked first with the highest mean score, indicating strong employee satisfaction. Promotion policy recorded the lowest mean score.

Table 4: Chi-Square Test between Training Programmes and Employee Performance

Particulars	Value
Chi-Square Calculated Value	18.64
Degrees of Freedom	4
Table Value	9.49
Level of Significance	5%
Result	Significant

Interpretation

Since the calculated Chi-Square value is greater than the table value, the null hypothesis is rejected. Therefore, there is a significant relationship between training programmes and employee performance.

Table 5: Correlation Analysis

Variables	Correlation Coefficient (r)
HRD Programmes and Employee Satisfaction	0.74
HRD Programmes and Organizational Commitment	0.69
Training and Productivity	0.81

Interpretation

The correlation analysis indicates a strong positive relationship between HRD programmes and employee productivity, satisfaction, and organizational commitment.

Table 6: Regression Analysis

Variables	Beta Value	t-value	Significance
Training Programmes	0.52	6.84	Significant
Welfare Measures	0.38	5.16	Significant
Performance Appraisal	0.31	4.48	Significant

Interpretation

Regression analysis reveals that training programmes have the highest impact on employee performance compared to other HRD variables.

8. FINDINGS

1. APSRTC employees are generally satisfied with HRD programmes implemented by the organization.
2. Training programmes positively influence employee productivity and efficiency.
3. Safety training programmes are highly appreciated by employees.
4. Welfare measures significantly improve employee morale and job satisfaction.
5. Performance appraisal systems require greater transparency.
6. Promotion opportunities are limited, leading to employee dissatisfaction.
7. HRD initiatives positively contribute to organizational commitment.
8. Digital and technology-based training programmes are insufficient.
9. Work stress and long working hours negatively affect employee motivation.
10. HRD programmes significantly improve service quality in APSRTC.

9. SUGGESTIONS

1. APSRTC should conduct regular skill development and refresher training programmes.
2. Digital learning platforms and online training modules should be introduced.
3. Employee performance appraisal systems must be transparent and merit-based.
4. The organization should provide stress management and counseling programmes.
5. Promotion policies should be improved to encourage employee motivation.
6. Safety training programmes must be continuously updated.
7. Employee participation in decision-making should be encouraged.
8. Welfare measures such as healthcare and insurance facilities should be strengthened.
9. Leadership development programmes should be organized for supervisors and managers.

10. APSRTC should establish continuous feedback mechanisms to evaluate HRD effectiveness.

10. CONCLUSION

Human Resource Development plays a significant role in enhancing employee capabilities and organizational effectiveness in public transport organizations. The study concludes that HRD programmes implemented in APSRTC positively influence employee performance, job satisfaction, productivity, and organizational commitment. Among various HRD dimensions, training and safety development programmes were found to be the most effective.

The statistical analysis confirms that HRD initiatives significantly contribute to employee efficiency and service quality. However, challenges related to promotion policy, work stress, and digital training require immediate attention. APSRTC must adopt modern HRD practices, employee-centered development strategies, and technology-based learning systems to improve organizational sustainability and employee engagement.

The findings of the study may help policymakers, transport administrators, and HR managers formulate effective HRD policies for improving workforce productivity and public transport services.

11. MANAGERIAL IMPLICATIONS

1. HR managers can use the findings to redesign employee development programmes.
2. Public transport organizations may implement data-driven HRD policies.
3. Employee training can be aligned with organizational performance goals.
4. Welfare and safety measures can improve employee retention.
5. Technology-enabled HRD systems can increase organizational efficiency.

12. SCOPE FOR FUTURE RESEARCH

1. Future studies may compare HRD practices among different state transport corporations.
2. Comparative studies between public and private transport organizations may be conducted.
3. Research may focus on digital HRD practices and artificial intelligence in employee training.
4. Longitudinal studies can evaluate the long-term impact of HRD programmes.

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