

# The Role Of Recruitment And Training Practices On Labour Productivity With Special Reference To BMTC, Bangalore

\*Dr. Mahesha,V

Sri. Gangadharaswamy V

\*Assistant Professor and Research Guide, Department of Commerce, KSOU, Mukthagangotri, Mysuru-06.

\*\*Research Scholar, Department of Commerce, KSOU, Mukthagangotri, Mysuru-06.

---

## Abstract

Productivity measures how well-specified resources meet stated quantity and quality targets on time. The study's main aim was to assess the impact of recruitment and training practices on labour productivity in BMTC, Bangalore. Primary Data was collected through a structured questionnaire from conductors working in Bangalore's BMTC. The collected data was analyzed using SPSS. Descriptive statistics such as mean, standard deviation, and percentage were used, and to test the impact of recruitment and training practices in labour productivity, Linear Regression was used. Recruitment, selection and training were found to have positive and negative impacts on the labor productivity of conductors. The study revealed that the conductors were partially satisfied and partially unsatisfied with BMTC. If BMTC provided canteen facilities, overtime allowance facilities, and better working conditions, they would be highly satisfied and ensure more productivity.

**Keywords:** BMTC, Labour Productivity, Recruitment, Selection and Training, Human ResourceManagement

---

Date of Submission: 25-07-2023

Date of Acceptance: 05-08-2023

---

## I. Introduction

Because competition in today's world takes many forms in the worldwide scenario and endeavoring to realize maximum productivity is one of the main pillars of these competitions, all developed and developing countries have emphasized productivity as one of the pre-requisites for the development of the economy and gaining competitive advantage in the international market in recent years. Many developing countries invest much in spreading productivity practices and putting in place tactics and ways to increase output.

The ability of a corporation to deliver a good or service is measured by productivity. Productivity is a metric that measures how well-specified resources are managed to meet stated quantity and quality targets on time. A ratio of output (goods and services) to input (work) can also be used to quantify productivity (materials, labor, energy, etc., used to produce the output) (Yashwant and Warkhedkar, 2013).

The organization's failure to meet its goals is primarily due to a lack of an accurate production picture. Human resources, unlike organizational resources, are considered sensitive and coordinators of other factors, and their role in increasing and decreasing organizational productivity has resulted in this factor gaining a special place in the organization and being viewed as the primary lever for enhancing overall productivity (Shaemi, et al., 2014).

HRM is in charge of the entire staff of the company. Every employee has an important role in management and goal achievement, particularly productivity. HRM also assists the company in acquiring a competitive advantage over its rivals. They also help with problem-solving for converting natural resources into useful and profitable products, contributing to creative work, the development of new and innovative products, the management of renewable or modified general administration, organizational decision-making, and so on (Shaemi, et al., 2014).

## Responsibility of the Conductors

The responsibilities of the bus conductors include:

- Issuing tickets
- Collecting fares
- Assisting passengers with baggage
- Guiding on destinations

- Guaranteeing the passengers' safety
- To make synchronization between passenger, driver, and the Corporation
- Good communication skills with the passengers
- Inform the technical staff about any types of maintenance

**In addition to the above, there is some paperwork involved; for instance when**

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

## **II. Review of Literature**

Human resource management has gotten a lot of press and has prompted discussion among various stakeholders, including academics and practitioners (Bowen & Ostroff, 2004). Even though HRM has become a buzzword, there is no universally accepted definition (Rul & Bondarouk, 2014). 'HRM is a planned and rational method for managing population functioning in an organization, in which individuals and groups work together to achieve organizational goals' (Legge 1989).

HRM research has traditionally focused on the impact of HR practices on organizational performance. HRM is a methodological approach to establishing a formal structure in an organization to ensure proper training, recruitment, performance appraisal, development, career planning, compensation, and employee participation for the effectual utilization of skilled human resources to achieve strategic, organizational, and operational goals (Masood, 2010). The impact of Human Resource Management on an organization's productivity and financial performance has been thoroughly explored by academics (Choi, 2011).

In today's business world, rewards, operational sizes, and economics all play a role in success. Higher productivity levels can only be attained when proficient human resources with the correct attitude, abilities, and knowledge are selected based on organizational requirements. In this situation, HR practices can be combined with the incentive to improve organizational performance. Although the lack of or ineffective professional HRM practices is the most significant hindrance to organizational growth and profitability in most developing countries, the battle to establish the optimum strategy to employ these practices optimally continues. Pakistan has focused on industrial development for the past few decades. As a result, businesses from numerous industries contribute significantly to the country's economic growth. Despite their economic importance, several organizations have structural and institutional problems that impede their ability to exploit rapidly expanding globalization and HRM practices fully. The HRM strategies outlined below can assist firms in meeting their objectives, such as increased output, growth, and financial and non-financial benefits.

According to studies, organizational human resource strategies can boost productivity and productivity, and sales. Most empirical research focuses on individual HRM techniques to achieve corporate goals (Huselid, 1995). HRM practices have been shown in numerous studies to increase staff productivity and, as a result, the company's overall production (Huselid, 1995; Koch & McGRATH, 1996). According to the literature, various HRM practices have differing degrees of impact on worker productivity. Training, for example, has a direct impact on labour productivity (Koch & McGRATH, 1996), but information exchange, albeit through secondary routes, has a positive impact on productivity (Delaney & Huselid, 1996). Various studies show that HR practices positively impact organizational outcomes in different countries. (Delaney & Huselid, 1996; Bloom & Reenen, 2011; Park & Shaw, 2013). Even though several studies have found a correlation between various HRM practices and corporate objectives such as increased productivity, income, and sales, some disagree (Tharenou, Saks, & Moore, 2007; Ruël & Bondarouk, 2014; Woodrow & Guest, 2014) who are looking critically to the practice of HRM and the labor productivity. One of the reasons for the researchers' disagreement could be methodological issues. Furthermore, a universally accepted metric for traditional HRM practices makes cross-study comparisons difficult. Although HRM studies can be divided into positive and negative findings, promising HRM practices to enhance employee productivity and organizational outcomes are more common (Huselid, 1995; Delaney & Huselid, 1996).

### **Objectives of the Study**

- To assess the relationship between the recruitment process and labour productivity in BMTC, Bangalore.
- To determine the relationship between training practices and labour productivity in BMTC, Bangalore.

### **Hypotheses of the Study**

H01: There is no relationship between the recruitment process and labour productivity in BMTC, Bangalore.

- H1: There is a relationship between the recruitment process and labour productivity in BMTC, Bangalore.  
 H02: There is no relationship between training practices and labour productivity in BMTC, Bangalore.  
 H2: There is a relationship between training practices and labour productivity in BMTC, Bangalore.

**Research Methodology**

This research is empirical in nature. It aims at studying the impact of recruitment and training practices on labour productivity with special reference to BMTC, Bangalore. The population of the study is conductors working in BMTC. The sample consists of 112 conductors chosen based on stratified random sampling methods. Initially, 180 questionnaires were distributed to conductors working in BMTC, Bangalore, out of which only 112 were found suitable for analysis. During data entry, some questionnaires were rejected as they were incomplete. Hence, the total number of respondents considered for the study was 112. Primary Data was collected through a questionnaire from conductors working in Bangalore's BMTC. The collected data was analyzed by using SPSS. Descriptive statistics such as Mean, Standard Deviation, and Percentage were used to test the impact of Recruitment and Training practices on Labour Productivity; Linear Regression was also used.

**Table 1: HR Selection and Placement**

Questions	SA	A	N	D	SD	Mean	SD
The BMTC maintains clear and objective standards of recruiting employees.	24 (21.4%)	56 (50.0%)	23 (20.5%)	9 (8.0%)	-	3.85	0.851
The BMTC follows the principle of justice and transparency upon selecting and placing employees.	25 (22.3%)	59 (52.7%)	20 (17.9%)	8 (7.1%)	-	3.90	0.827
The BMTC has special committees to select and interview employees.	28 (25.0%)	48 (42.9%)	25 (22.3%)	11 (9.8%)	-	3.83	0.919
The BMTC checks the employee's medical report with a view to determining their medical fitness for the post.	19 (17.0%)	58 (51.8%)	32 (28.6%)	3 (2.7%)	-	3.83	0.734
HRM gives various written and physical tests to job applicants.	33 (29.5%)	54 (48.2%)	22 (19.6%)	3 (2.7%)	-	4.04	0.776
HRM conducts systematic interviews for posts requiring personal competencies.	18 (16.1%)	59 (52.7%)	28 (25.0%)	7 (6.3%)	-	3.79	0.788
The aim behind recruitment at the BMTC is to have the right people in the right place.	17 (15.2%)	68 (60.7%)	24 (21.4%)	3 (2.7%)	-	3.88	0.681

Source: Field Survey

The table shows the opinion of conductors regarding selection and placement in BMTC. 56 respondents (50%) agreed that the BMTC maintains clear and objective recruiting standards. 59 respondents (52.7%) opined that the BMTC follows the principle of justice and transparency in selecting and placing employees. 48 respondents (42.9%) opined that the BMTC has special committees to select and interview employees. 58 respondents (51.8%) opined that the BMTC checks the employee's medical report with a view to determining their medical fitness for the post.

54 respondents (48.2%) stated that HRM gives various written and physical tests to job applicants. 59 respondents (52.7%) agreed that HRM conducts systematic interviews for posts requiring personal competencies. 68 respondents (60.7%) stated that recruitment at the BMTC is to have the right people in the right place. It was reported that systematic interviews were conducted for posts requiring personal competencies. The aim behind recruitment at the BMTC is to have the right people in the right place.

**Table 2: The Different Training Modules for Conductors**

Questions	SA	A	N	D	SD	Mean	SD
HRM has a clear plan for training the BMTC employees.	30 (26.8%)	50 (44.6%)	32 (28.6%)	-	-	3.98	0.747
BMTC identifies the training needs through the realistic training requirements.	30 (26.8%)	69 (61.6%)	13 (11.6%)	-	-	4.15	0.603
The BMTC allocates a sufficient budget for training.	30 (26.8%)	63 (56.3%)	16 (14.3%)	3 (2.7%)	-	4.07	0.719
HRM is the responsible body for employee training at the BMTC.	29 (25.9%)	45 (40.2%)	36 (32.1%)	2 (1.8%)	-	3.90	0.805
The BMTC has autonomous training administrations.	27 (24.1%)	60 (53.6%)	25 (22.3%)	-	-	4.02	0.684
On promotions, the employee undergoes training courses.	19 (17.0%)	71 (63.4%)	22 (19.6%)	-	-	3.97	0.607

A special team from the BMTC runs the employee training.	37 (33.0%)	58 (51.8%)	17 (15.2%)	-	-	4.18	0.674
The BMTC employee training is provided by outsourcing centres.	19 (17.0%)	66 (58.9%)	23 (20.5%)	4 (3.6%)	-	3.89	0.715
The BMTC deems training to be a good investment.	14 (12.5%)	65 (58.0%)	30 (26.8%)	3 (2.7%)	-	3.80	0.682
The employee undergoes training courses after performance assessment process.	14 (12.5%)	69 (61.8%)	27 (24.1%)	2 (1.8%)	-	3.85	0.647

Source: Field Survey

The table shows the opinion of conductors regarding training in BMTC. 50 respondents (44.6%) agreed that the HRM has a clear plan for training the BMTC employees. 69 respondents (61.6%) opined that the BMTC identifies the training needs through the realistic training requirements. 63 respondents (56.3%) opined that the BMTC allocates a sufficient budget for training. 45 respondents (40.2%) opined that the HRM is the responsible body for employee training at the BMTC.

60 respondents (53.6%) stated that the BMTC has autonomous training administrations. 71 respondents (63.4%) agreed that the employee undergoes training courses on promotions. 58 respondents (51.8%) stated that a special team from the BMTC runs the employee training. 66 respondents (58.9%) agreed that outsourcing centres provide BMTC employee training. 65 respondents (58%) stated that the BMTC deems training to be a good investment. 69 respondents (61.8%) agreed that employee undergoes training courses after the performance assessment process. It was reported that the majority of the respondents underwent training courses and a special team from the BMTC runs the employee training.

**Table 3: Labour Productivity of Conductors**

Questions	SA	A	N	D	SD	Mean	SD
The workplace facilities provided by BMTC are good	20 (17.9%)	52 (46.4%)	35 (31.3%)	5 (4.5%)	-	3.78	0.791
There is a canteen facility provided by BMTC	24 (21.4%)	51 (45.5%)	28 (25.0%)	9 (8.0%)	-	3.80	0.868
The process of recruitment and selection has an impact on their performance	11 (9.8%)	63 (56.3%)	22 (19.6%)	16 (14.3%)	-	3.62	0.852
BMTC provides timely performance appraisal for the conductors	11 (9.8%)	48 (42.9%)	47 (42.0%)	6 (5.4%)	-	3.57	0.744
The sense of job security allows conductors to perform better	14 (12.5%)	59 (52.7%)	33 (29.5%)	6 (5.4%)	-	3.72	0.750
The job is satisfactory as the salary and incentives are given on time	15 (13.4%)	55 (49.1%)	32 (28.6%)	10 (8.9%)	-	3.67	0.821
The job is satisfactory because of reduced job stress and flexible timing	14 (12.5%)	62 (55.4%)	31 (27.7%)	5 (4.5%)	-	3.76	0.726
The behaviour and attitude of the drivers towards the conductors is cordial	16 (14.3%)	51 (45.5%)	39 (34.8%)	6 (5.4%)	-	3.69	0.783
The buses are in good condition which ensure safety of the passengers	21 (18.8%)	54 (48.2%)	32 (28.6%)	5 (4.5%)	-	3.81	0.789
Adequate work experience and training has impacted my performance over the years	10 (8.9%)	66 (58.9%)	31 (27.7%)	5 (4.5%)	-	3.72	0.687
Adequate salary motivates me to perform my job better	14 (12.5%)	63 (56.3%)	31 (27.7%)	2 (1.8%)	2 (1.8%)	3.76	0.762
I am trained to achieve my target and manage my working schedule	17 (15.2%)	60 (53.6%)	33 (29.5%)	2 (1.8%)	-	3.82	0.700
The risk of health and safety is covered under the insurance policy given by the Government	21 (18.8%)	49 (43.8%)	37 (33.0%)	5 (4.5%)	-	3.77	0.805
My skills of coherent communication and attentive behaviour have helped me advise the passengers in the right manner	13 (11.6%)	72 (64.3%)	22 (19.6%)	5 (4.5%)	-	3.83	0.683

Collecting fares and issuing tickets is stressful during journeys	19 (17.0%)	55 (49.1%)	32 (38.6%)	6 (5.4%)	-	3.78	0.791
The conductors are trained at regular intervals and are provided with opportunities for development	16 (14.3%)	65 (58.0%)	27 (24.1%)	4 (3.6%)	-	3.83	0.709

Source: Field Survey

The table shows the opinion of conductors regarding labour productivity in BMTC. 52 respondents (46.4%) agreed that the workplace facilities provided by BMTC are good. 51 respondents (45.5%) opined that BMTC provides a canteen facility. 63 respondents (56.3%) opined that the process of recruitment and selection has an impact on their performance. 48 respondents (42.9%) opined that the BMTC provides timely performance appraisals for the conductors. 59 respondents (52.7%) stated that the sense of job security allows conductors to perform better. 55 respondents (49.1%) agreed that the job is satisfactory as the salary and incentives are given on time. 62 respondents (55.4%) stated that the job is satisfactory because of reduced job stress and flexible timing.

51 respondents (45.5%) stated that the behaviour and attitude of the drivers towards the conductors are cordial. 54 respondents (48.2%) agreed that the buses are in good condition, which ensures passengers' safety. 66 respondents (58.9%) stated that adequate work experience and training had impacted conductors' performance over the years. 63 respondents (56.3%) stated that an adequate salary motivates me to perform my job better. 60 respondents (53.6%) agreed that the conductors are trained to achieve my target and manage my working schedule. 49 respondents (43.8%) stated that the risk of health and safety is covered under the insurance policy given by the Government.

72 respondents (64.3%) stated that coherent communication skills and attentive behaviour have helped conductors advise the passengers in the right manner. 55 respondents (49.1%) agreed that collecting fares and issuing tickets is stressful during journeys. 65 respondents (58%) stated that the conductors are trained at regular intervals and are provided with opportunities for development. It was found that adequate salary motivated conductors to perform their job better, and the job was satisfactory as the salary and incentives were given on time and reduced job stress and flexible timing.

### Testing of Hypotheses

H01: There is no relationship between the recruitment process and labour productivity in BMTC, Bangalore.

H1: There is a relationship between the recruitment process and labour productivity in BMTC, Bangalore.

**Table 4: Regression Results between Recruitment Process and Labour Productivity**

Variable	Coefficient	Standard Error	t-value	Sig.
Constant	7.510	1.586	4.734	.009
Recruitment Process	0.595	.077	7.710	.002
R <sup>2</sup> = .937; F value = 59.449 Source: Field Survey				

The table shows the regression result between the dependent variable, labour productivity, and the independent variable, the recruitment process. There is a positive relationship between the recruitment process and labour productivity. The value of R Square is 0.937 indicating the variation in labour productivity, which is explained by the recruitment process to the extent of 93.7%. The regression coefficient of the recruitment process is 0.595 indicating a positive effect of the recruitment process on labour productivity which is statistically significant as the significance value is lesser than 0.05 (5%). It shows that an increase in the recruitment process by one unit leads to an increase in the labour productivity of the company by 0.595 units.

H02: There is no relationship between training practices and labour productivity in BMTC, Bangalore.

H2: There is a relationship between training practices and labour productivity in BMTC, Bangalore.

**Table 5: Regression Results between Training Practices and Labour Productivity**

Variable	Coefficient	Standard Error	t-value	Sig.
Constant	7.814	2.090	3.739	.020

Training Practices	.444	.078	5.684	.005
R <sup>2</sup> = 0.890 ; F value = 32.309				

Source: Field Survey

The table shows the regression result between the dependent variable, labour productivity, and the independent variable, training practices. The training practices explain the variation in labour productivity to 89%, as the R Square value is 0.890. The regression coefficient of training practices is 0.444, indicating a positive effect on labour productivity which is statistically significant as the significance value is lesser than 0.05 (5%). It shows that an increase in training practices by one unit leads to an increase in the labour productivity of the company by 0.444 units. There is a positive relationship between training practices and labour productivity.

### III. Conclusion

BMTC was established to provide Bangalore residents with a safe, comfortable, efficient, cost- effective, and well-coordinated passenger service. Conductors' labour productivity was found to be affected both positively and negatively by recruitment and selection. The study revealed that the conductors were partially satisfied in BMTC. It was stated by the conductors about the difficulty to work in the organization owing to poor working conditions, no respectful wages and no overtime allowance. Conductors were observed to devote their efforts for roughly 12 hours each day, or sometimes more, just because it is government-protected employment with the expectation of becoming permanent and getting promoted. It was claimed that BMTC should increase production by providing canteen facilities, overtime allowance facilities, and better working circumstances.

### References:

- [1]. Bloom, N., & Reenen, J. V. (2011). Human Resource Management And Productivity. Handbook Of Labor Economics, 4, 1697-1767. [Http://Dx.Doi.Org/10.1016/S0169-7218\(11\)02417-8](http://Dx.Doi.Org/10.1016/S0169-7218(11)02417-8)
- [2]. Bowen, D. E., & Ostroff, C. (2004). Understanding HRM–Firm Performance Linkages: The Role Of The “Strength” Of The HRM System. *Academy Of Management Review*, 29(2), 203-221.
- [3]. Choi, M. (2011). Employees' Attitudes Toward Organizational Change: A Literature Review.
- [4]. *Human Resource Management*, 50(4), 479-500. [Http://Dx.Doi.Org/10.1002/Hrm.20434](http://Dx.Doi.Org/10.1002/Hrm.20434)
- [5]. Delaney, J. T., & Huselid, M. A. (1996). The Impact Of Human Resource Management Practices On Perceptions Of Organizational Performance. *Academy Of Management Journal*, 39(4), 949-969. [Http://Dx.Doi.Org/10.2307/256718](http://Dx.Doi.Org/10.2307/256718)
- [6]. Huselid, M. A. (1995). The Impact Of Human Resource Management Practices On Turnover, Productivity, And Corporate Financial Performance. *Academy Of Management Journal*, 38(3), 635-672. [Http://Dx.Doi.Org/10.2307/256741](http://Dx.Doi.Org/10.2307/256741)
- [7]. Koch, M. J., & Mcgrath, R. I. T. A. (1996). Improving Labor Productivity: Human Resource Management Policies Do Matter. *Strategic Management Journal*, 17(5), 335-354. [Http://Dx.Doi.Org/10.1002/\(SICI\)1097-0266\(199605\)17:5<335::AID-SMJ814>3.0.CO;2-R](http://Dx.Doi.Org/10.1002/(SICI)1097-0266(199605)17:5<335::AID-SMJ814>3.0.CO;2-R)
- [8]. Legge, K. (1989). *Human Resource Management: A Critical Analysis. New Perspectives On Human Resource Management*, 19-40.
- [9]. Masood, T. (2010). Impact Of Human Resource Management (HRM) Practices On Organizational Performance: A Mediating Role Of Employee Performance. *Mohammad Ali Jinnah University*.
- [10]. Park, T.-Y., & Shaw, J. D. (2013). Turnover Rates And Organizational Performance: A Meta-Analysis. *Journal Of Applied Psychology*, 98(2), 268. [Http://Dx.Doi.Org/10.1037/A0030723](http://Dx.Doi.Org/10.1037/A0030723)
- [11]. Ruël, H., & Bondarouk, T. (2014). E-HRM Research And Practice: Facing The Challenges Ahead *Handbook Of Strategic E-Business Management* (Pp. 633-653). Springer.
- [12]. Shaemi, A., Allameh, S., & Hoveyda, H., (2014). Analyze The Impact Of Strategic Human Resource Management Functions On Productivity Of Human Resources, *Journal Of Economics And Management*, 3(8), 80 - 96.
- [13]. Tharenou, P., Saks, A. M., & Moore, C. (2007). A Review And Critique Of Research On Training And Organizational-Level Outcomes. *Human Resource Management Review*, 17(3), 251-273. [Http://Dx.Doi.Org/10.1016/J.Hrmr.2007.07.004](http://Dx.Doi.Org/10.1016/J.Hrmr.2007.07.004)
- [14]. Woodrow, C., & Guest, D. E. (2014). When Good HR Gets Bad Results: Exploring The Challenge Of HR Implementation In The Case Of Workplace Bullying. *Human Resource Management Journal*, 24(1), 38-56. [Http://Dx.Doi.Org/10.1111/1748-8583.12021](http://Dx.Doi.Org/10.1111/1748-8583.12021)
- [15]. Yashwant, P., & Warkhedkar, R. (2013). Sustainability Issue And Linkages Between Knowledge Management And Productivity In Auto Ancillary Industries With Reference To Pimpri Chinchwad Industrial Area. *Journal Of Mechanical Engineering And Technology (JMET)*, 1(1), 16-27.
- [16]. [Https://Mybmtc.Karnataka.Gov.In/English](https://Mybmtc.Karnataka.Gov.In/English)