



Research Paper

## Human Resource Management Practices among the Transport Operators at Petrapole Land Port in India – A Study

Dr. Abhijit Pakira

Assistant Professor

Department of Business Administration

The University of Burdwan

Golapbag, Burdwan, West Bengal, India

---

### Abstract:

Human Resource Management is very important for all types of organisations. HRM is also very important for the smooth and effective functioning of the foreign trade and commerce between India and Bangladesh through the Petrapole Land Port in West Bengal, India. Many transport operators are engaged in this land port in international trade. These operators are employing hundreds of drivers, conductors, technical staff, administrative staff, support staff, running staff for the timely functioning of the job. A study has been conducted among these staff members for understanding the HRM practice among the transport operators at Petrapole. The study has indicated factors like recruitment, selection, training, development, compensation, good work environment, performance management, transfer, motivation etc. These are very important for having a good Human Resource Management practice among these transport operators.

**Key Words:** Human Resource Management, Transport Operator, Driver, Conductor, International Business, Land Port

---

### I. Introduction:

Human resources are required to operate the tracks, other vehicles across the India-Bangladesh Boarder and their management necessitates complex procedures. It is the most active and significant source of all the resources that are thought to be required to keep an economic activity moving. Few skilled, mainly semi skilled and unskilled manpower are important for the smooth functioning of the International Business across one of the biggest land-ports of Asia- Petrapole-Benapole. Fundamentally, there are three types of resource mechanisms: time, material, and human. These resources are very vital for the growth and development of foreign trade across the boarders.

Contrary to other resources, the human resource exhibits outstanding uniqueness throughout the course of industrial development. India The theories behind the expansion of human resource management are just recently developed, JS rather old. Its shape and substance have experienced numerous changes in the brief history of its expanding concept, including changes to the recruitment process, scientific selection, training and development methods, reasonable compensation, employee discipline, promotion and transfers, and more among the transport operators engaged in different land ports in India along with Bangladesh, Bhutan, Nepal etc.

### Statement of the Problem:

Recent years have seen a significant improvement in the measure and value of services as well as an increase in employee strength. These developments have made it necessary to manage a number of issues related to the choice of the appropriate personnel, the training process, and the relationships between employees regardless of the chain of command in all types of industries particularly in transport industry.

The researcher has made an effort to learn about all the current human resource policies, procedures, and employee traits that have an impact on human resource management practices in different land ports in the Eastern part of India particularly Petrapole Land Port between India and Bangladesh. Most of the drivers, support staff, labour engaged in the transport business in the land ports in Eastern India are under paid. They do not get minimum support from their owners. Many a times they do not get the minimum wage. Basic training on tariff, clearance, import and export procedures, forex are not given to these truck drivers, support staff and labourers. Thus a lot of delay happens. Products are perished many a times.

**Objectives of the Study:**

1. To evaluate the perception of the employees towards human resource management practices among the Private Transport Operators engaged at Petrapole, West Bengal.
2. To suggest appropriate measures to improve the human resource management practices among the Private Transport Operators of Petrapole Land Port in India

**Sampling:**

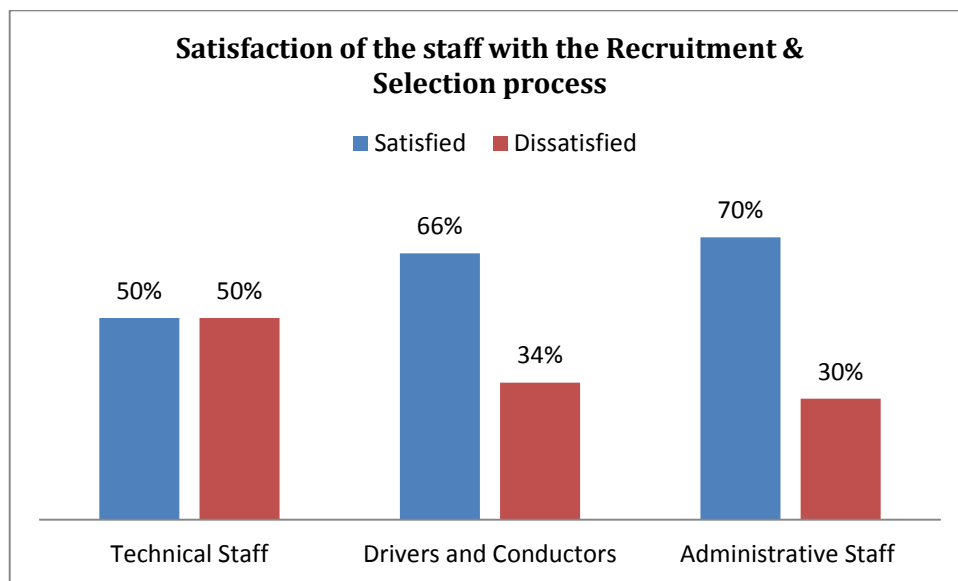
For the study of ways to manage human resources. The study is conducted among the private transport operators engaged in Petrapole Land port in West Bengal side in India. In Petrapole side of the land port between India and Bangladesh, there are fifty-one transport companies in operation. 7517 regularised workers are employed in total, and 372 of them (5%) were chosen for this study using stratified sample approaches. Three groups of composite employees—drivers and conductors (278), technical personnel (60), and administrative staff—have provided the sample data (34).

**ANALYSIS ON PERCEPTION OF EMPLOYEES**

The researcher has defined twelve significant factors that encompass the various facets of human resource management with the intention of studying how employees perceive human resource management practiced among the drivers, helpers, technical personnel and administrative staff members. The replies were examined using Likert's Five Point Scaling Techniques to calculate the mean score and gauge the employees' positive and negative reactions.

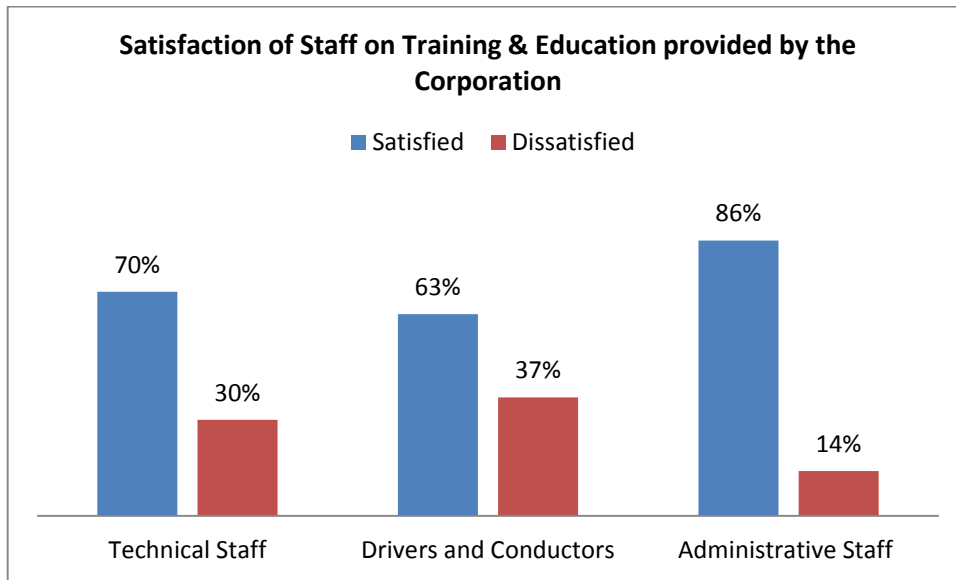
**Findings of the Study:**

1. Selection and Recruitment



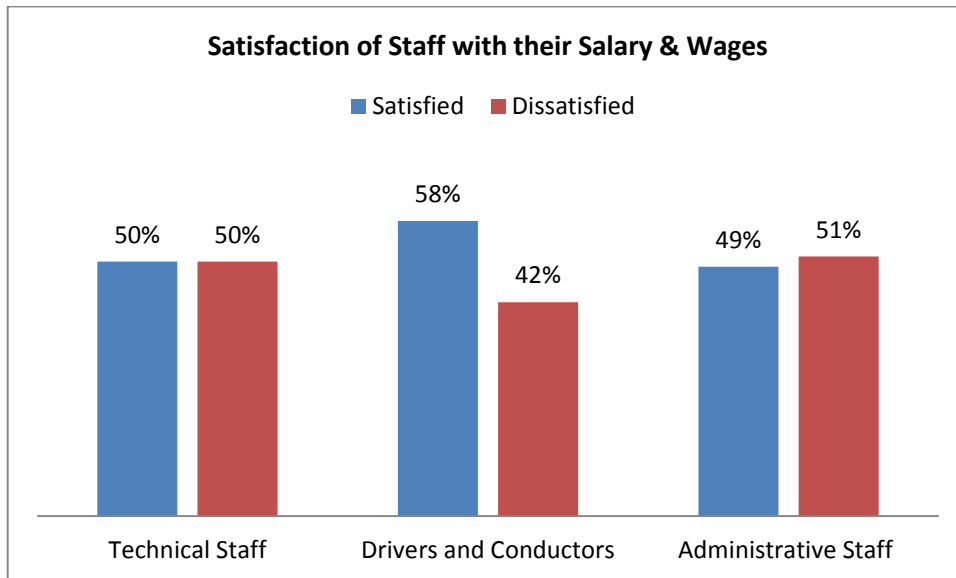
Only 50% of the technical staff, 66% of the drivers and helpers, and 70% of the administrative staff expressed satisfaction with the recruitment and selection process. According to the respondents, it indicates that the transport operator's hiring practises were not satisfactory in terms of employee norms or the basic norms or standard laid down in the existing labour laws of the country.

2. Education and Training



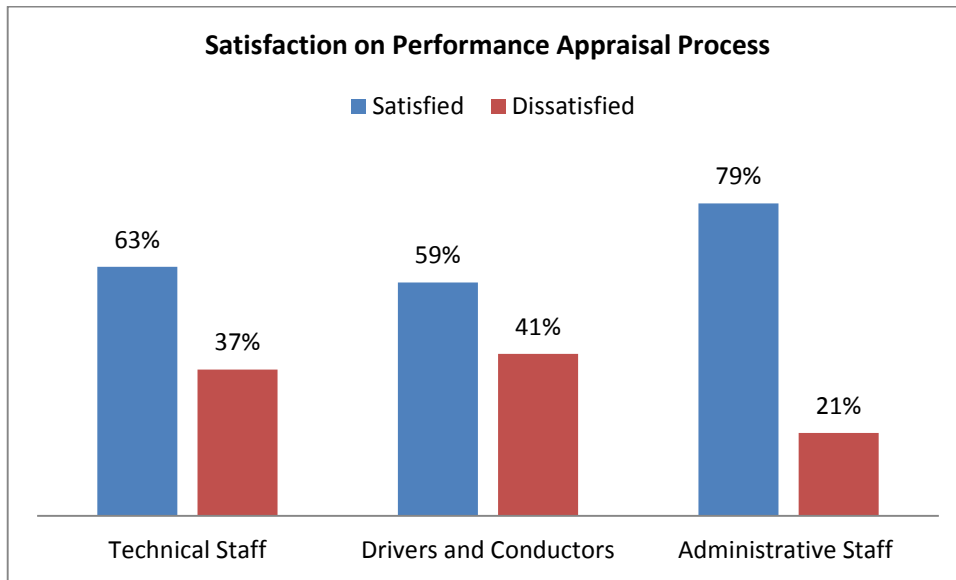
86% of the administrative employees, 70% of the technical staff, and 63% of the drivers and conductors expressed satisfaction with their training and development. The operators has been focusing solely on hiring technical and administrative personnel. The drivers and conductors should also be given some technical knowledge about the International Business Process. Success in international business will come only when the employees of all these transport operators will be given proper technical and managerial training at least at the basic level.

3. Salary and Wages



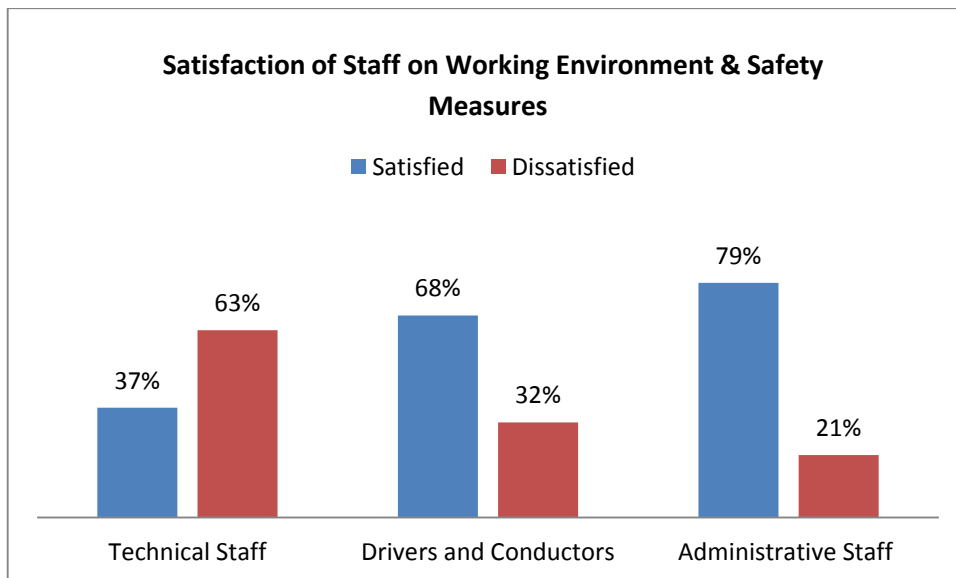
58% of drivers and conductors, 50% of technical workers, and 49% of the administrative staff were happy with their earnings and salaries. The study's respondents generally gave low responses to all of the factor's components. It demonstrates that the workers are dissatisfied with the pay and benefits provided by the transport operators engaged in international business in this reason.

4. Performance Evaluation



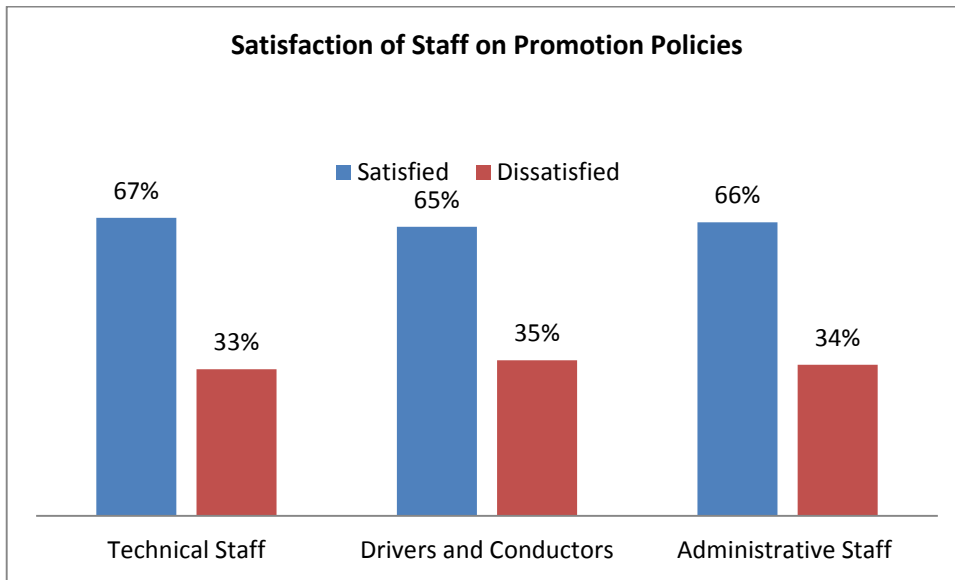
Performance appraisals were deemed satisfactory by 79% of the administrative employees, 63% of the technical staff, and 59% of the drivers and conductors. It demonstrates that the operators have the authority to evaluate the workers. The drivers and conductors are not as satisfied with their evaluation as some other employees of these transport operators. Performance evaluation is important for the employees of these organisations. But proper and timely evaluation is not available for the employees of the organisation. The performance appraisal report is not linked with the wage and salary of the employees of these transport operators. Few operators do these performance appraisal in pen and paper only.

5. The working environment and employee safety



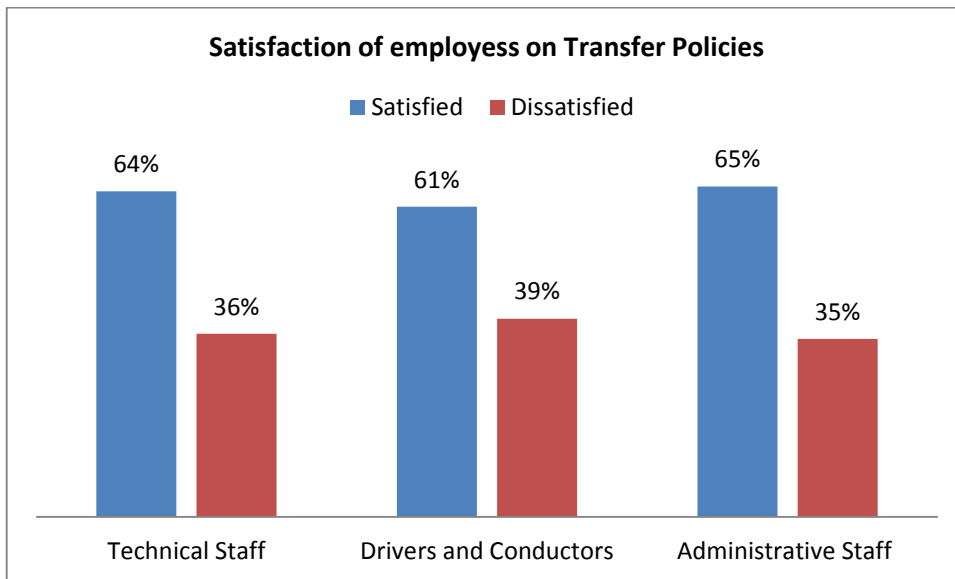
79% of the administration, 68% of the drivers and conductors, and 37% of the technical employees were happy with the working environment and employee safety. It shows that the truck drivers, conductors, helpers do not enjoy good working environment. They are to stay in their truck many a times for days. They do not even get the opportunity to leave the truck loaded with materials and goods. Thus they face unhealthy, hazardous working environment in the land port between India and Bangladesh.

6. Promotion and Career Progression



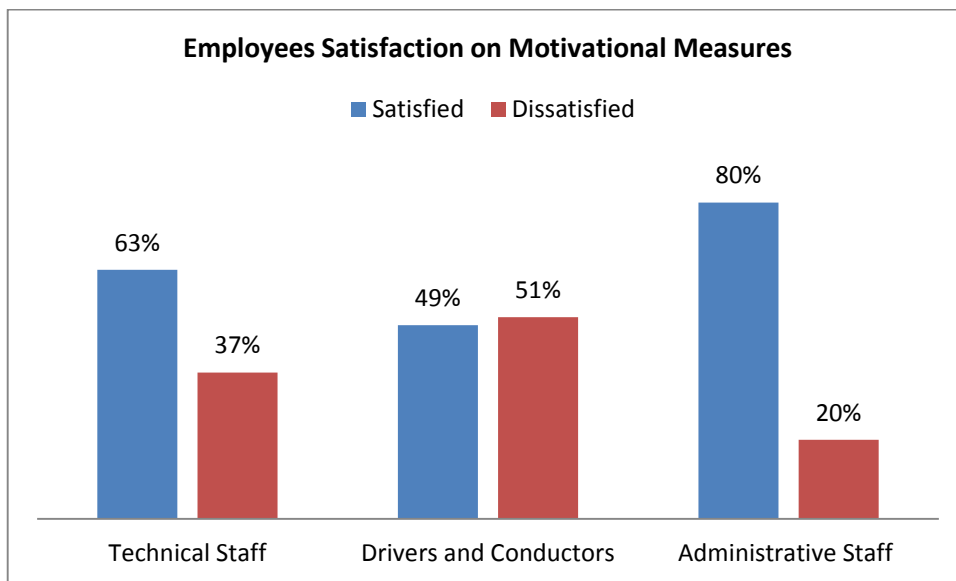
The promotion element is well-liked by 66% of the administrative employees, 67% of the technical staff, and 65% of the drivers, helpers and conductors. It means that the transport operators are aware of this HRM technique. They try to follow this technique also.

7. Transfer of the Human Resources:



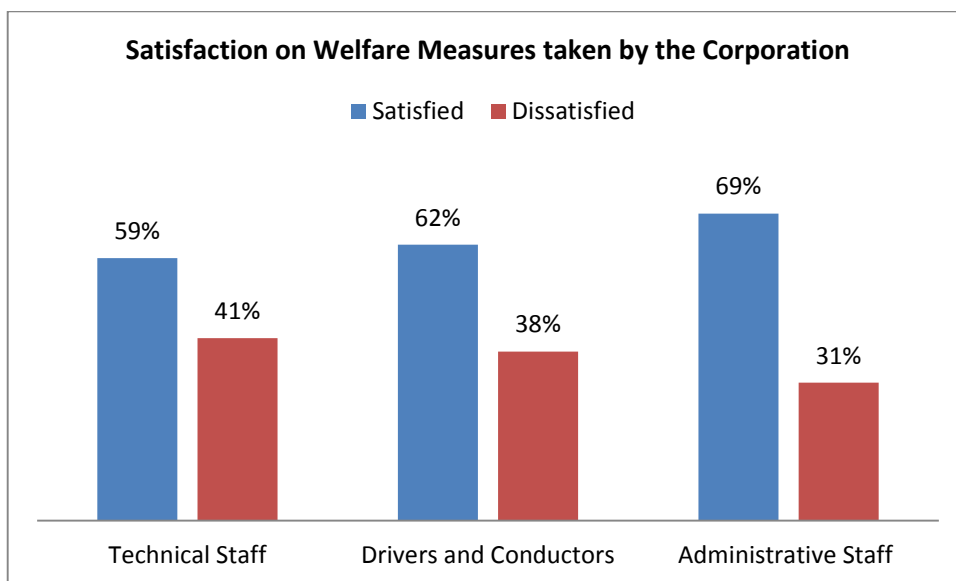
The satisfaction rates for the administrative staff, technical staff, drivers and conductors were, respectively, 65%, 64%, and 61%. It is implied that majority of the employees are happy and contented with the transfer policy of these transport operators. These operators are having other business elsewhere. Many a times these employees are transferred to these business and places also. Many a times they are transferred to other land ports in India.

8. Employee Motivation



63% of technical employees, 80% of administrative staff, and 49% of drivers and conductors reported that they are motivated in their work. They derive motivation from their work. But majority of the drivers and support staff have said that they do not get motivation in their present job. Many a times they are to wait for a long time to get the due benefits.

9. Welfare Measures



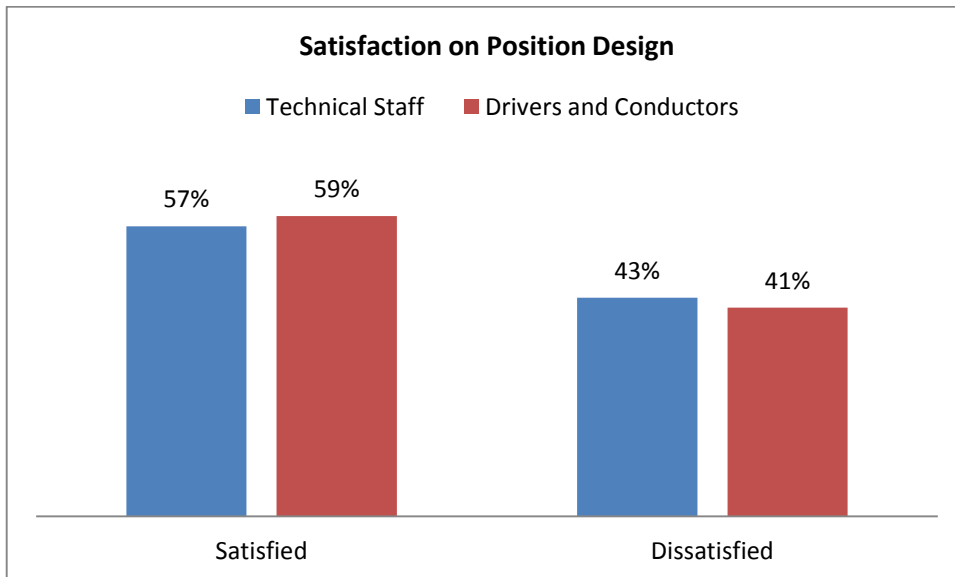
Only 59% of the technical employees were satisfied with welfare measures, compared to 69% of administrative workers, and 62% of drivers and conductors. Therefore, it may be concluded that the transport operators's welfare policies are effective. Additionally, staff demands like as support for international trade related education, tariff, FOREX related knowledge, medical facility and corporate canteen, rest room, toilet facilities must be met immediately.

10. Leave Facilities



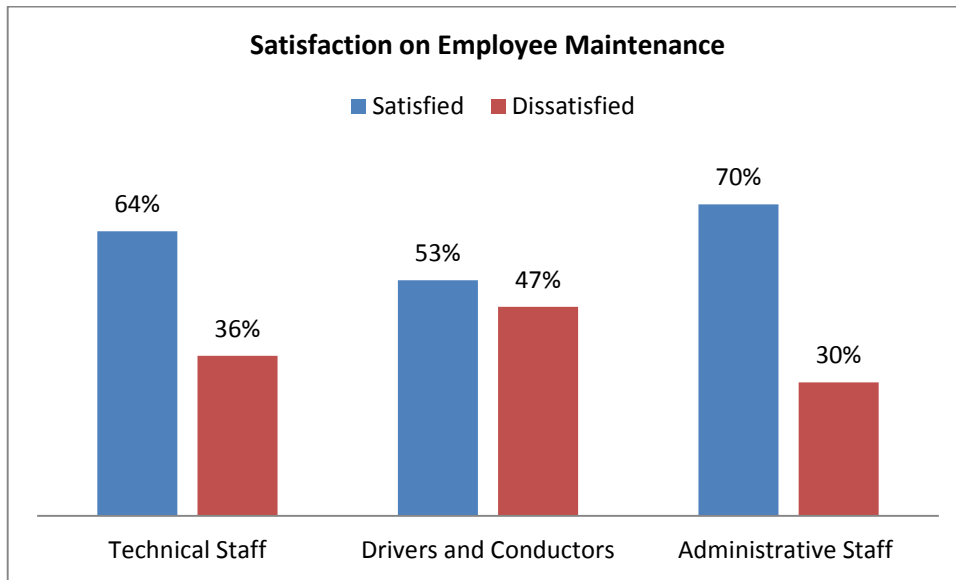
The satisfaction with the leave facilities was rated at 89%, 68%, and 77% by the administrative employees, technical staff, drivers, conductors and support staff respectively. It is implied that everyone is happy with this aspect. However, the administrative team should always pay close attention to all norms and regulations so that these employees get proper and timely leave to be refreshed for the future challenges of International Business.

11. Position Design



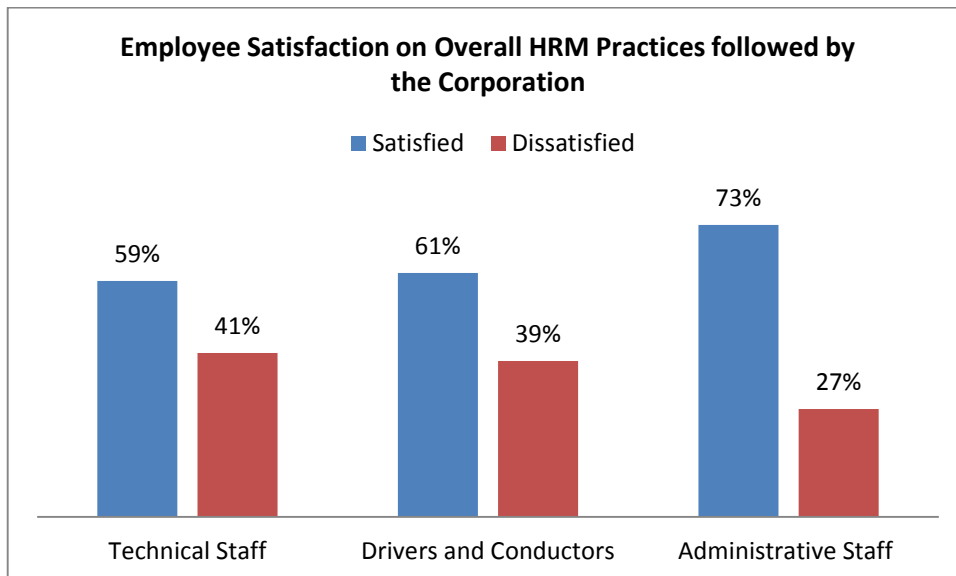
This element was specifically targeted at technical employees, drivers, and conductors, with 57% and 59% of each group reporting satisfaction, respectively. It demonstrates that the majority of them were not happy. The transport operators must enhance the work, design, and schedule in accordance with their choice and preferences.

12. Employee Maintenance



The administrative personnel and technical staff, respectively, reported satisfaction with this element at 70% and 64%. Only 53% of drivers and conductors are satisfied only. As a result, it has been noted that drivers, conductors and support staff are not treated equally with respect to other workers.

13. Overall HRM Practices



Regarding human resource management, respondents in the category of administrative employees were very satisfied (73%), followed by technical staff (59%), drivers, conductors, support staff (61%), and others. The administrative employees were not at all satisfied with their pay and benefits, and the technical team were not happy with the employee safety, according to the factor analysis. Of course, the lack of personnel motivation dissatisfied drivers and conductors. Generally speaking, the study shows a lot many things with respect to HRM need to be done. All types of employees must be given training on different aspects like foreign trade, currency, preservation, packaging, storing, clearance, custom duties, forex etc.

**II. Suggestions and Recommendations:**

1. The drivers' lives are at grave danger despite their sensitive work for society. As a result, the transport operators must increase their remuneration. Risk allowance must be given to all employees with attractive incentives.



2. The employees must be given proper refreshment.
3. The drivers should be given the opportunity to enjoy break in driving so that they can win over the monotony.
4. The running support staff should be made ready always.
5. Incentive must be given to all types of employees particularly running staff, technical staff.
6. It is important to improve the recreational amenities for conductors and drivers to reduce stress at work.
7. Stress management programmes at all levels should be conducted at frequent intervals since drivers and conductors are moving all the time.
8. Safety and security must be ensured all the time.
9. Goons and criminals must be handled properly and consciously.
10. It is advised that all unions be given equal priority because they are not all treated equally. They should be given due consideration for the issues they represent.
11. Medical facility in the depots is highly required for the employees.
12. The transport operators need to manage and reduce absenteeism if it wants to improve productivity.

### **III. Conclusion:**

The Study shows that the HRM practices of the transport operators are not satisfactory. Particularly, some of the findings have had the negative sense that should be remedied by the transport operators as soon as possible. These drivers, conductors and the administrative staff members play a very crucial role in the International Business between India and Bangladesh done through the Petrapole- Benapole of West Bengal and Bangladesh. These employees give the different organisations the opportunity to do foreign trade smoothly. Thus for proper and effective functioning employees should be given all the financial and non financial benefits. They must be kept motivated all the times.

### **Reference:**

- [1]. Budhwar, P., Luthar, H., Bhatnagar, J. (2006). The dynamics of HRM systems in Indian BPO firms. *Journal of Labor Research*, 27(3), 339-360
- [2]. Babu, V. (2006). Infosys: Incredible Infy; What's the secret sauce that makes Infosys the best company to work for, year after year? *Business Today*, pp 88.
- [3]. Budhwar, P., & Khatri, N. (2001). A comparative study of HR practices in Britain and India. *International Journal of Human Resource Management*, 12(5), 800-826.
- [4]. Byars and Rue, "Human Resource and Personnel Management" Richard D. Irwin, Homewood Illinois, 1984,
- [5]. Edwin B. Flippo, "Personnel Management", McGraw-Hill, New York, 1984
- [6]. John M. Ivancevich and William F. Glueck, "Foundations of Personnel/Human Resource Management", Business Publications Texas, 1986
- [7]. P. Subba Rao and V.S.P. Rao, "Personnel/Human Resource Management", Konark Publishers Pvt. Ltd. 1990
- [8]. R.S. Dwivedi, "Management of Human Resources", Oxford & I.B.H. Publishing Company, 1985
- [9]. S.K. Haider, "Evolution of Labour Management Relations and the Indian Law of Industrial Disputes", Calcutta, 1953