

CHAPTER - V

OBJECTIVE EVALUATION OF MSRTC

CHAPTER - 5

OBJECTIVE EVALUATION OF M. S. R. T.C.

Previous chapter is devoted for the financial evaluation of M.S.R.T. Corporation. This chapter deals with objective evaluation of the Corporation. Performance of business enterprise is usually judged on the basis of profit earned. However profit cannot be the only objective of public sector undertakings like M.S.R.T. Corporation. Section 18 & 22 of the Road Transport Corporation Act, indicates objectives of the Road Transport Corporation. Fulfillment of the objectives is the only factor that determines success or failure of the M.S.R.T. Corporation. Hence it is necessary to evaluate the work of Corporation. Hence it is necessary to evaluate the work of corporation in terms of its objectives. Various types of parameters like passenger amenities provided by the corporation, services provided on special occasions, no. of accidents, no. of break downs, no. of public complaints, etc. have been used to judge quality of service provided by the corporation. This chapter is further divided into following parts :

1. Objectives of M.S.R.T.C.,
2. Passenger amenities.
3. Quality of service.
4. Regionwise evaluation of quality of service.

5.1) Objectives of M.S.R.T.C.

Performance of business enterprise is usually judged on the basis of profits earned. In fact business, itself is an economic activity carried with a view to earn profit. However profit or surplus cannot be the only objective of the public sector undertaking. In case of public sector transport undertakings. With the transition of ownership from private transporters to Govt., the emphasis has been shifted from profit to the standard of service.

It is necessary to examine the objectives set for the Road Transport Corporation by the legislation in order to identify the performance standards that could assess the internal managerial efficiency- of the corporations. Section 18 of the RTCs Act, 1950 states that "it shall be the general duty of the corporation to exercise its powers as progressively to provide or secure or promote the provision of an efficient, adequate, economical and properly co-ordinated road transport services in the State for which it is established on in any extended area¹". And again section 22 of the same act indicates that-" it shall be the general principle of a corporation that in carrying out its undertaking it shall act on business principles"². In simple words the objectives as laid down by the Road Transport corporation Act, are that they should provide an efficient adequate, economical and properly co-ordinated transport services and

1. Govt. of India R.T.C.Act, 1950 controller of Publications. New Delhi-1976.

2. Ibid.

in doing so carry on its activities on business principles.

As earlier mentioned in the chapter first of this study, the Corporation has set various objectives for its business. If we summarise the literature on the public sector Road Transport Corporation, we come to know that these Corporation work with an intention of following objectives.

Safety

Reliability.

Punctuality

Regularity.

Comfort.

Courtesy.

Cleanliness.

Economy.

Adequacy,

Co-ordination.

The present study attempts to evaluate the work of Corporation in terms of its objectives. It emphasizes to

find out whether the Corporation has fulfilled its business objectives or not, to what extent it has succeeded in bringing the above objectives into services. As the above mentioned objectives are the indicators of quality of service provided by the Corporation, it is clear that objectives analysis is concerned with the evaluation of quality of the transport services provided by the Corporation. This will help to judge the quality of the transport services provided by the Corporation and to what extent Nationalisation plan of these Corporation has been succeeded.

5.2) Passenger amenities.

Meaning of the term 'Passanger Amenities' is the transport facilities provided by the Corporation. Consumer is the centre-point or 'king' of the modern business. In the same way Passenger is the king of the transport business. And hence in order to provide more comfortable transport services the corporation has provided various types of facilities to public of these facilities are closely related with the quality of service or these facilities can be treated as quality indicators of the transport service, analysis of these facilities will help to judge the quality of the transport services provided by the Corporation. The following table gives information about these facilities. These facilities includes no- of Bus stations, pick up sheds, Refreshment rooms and tea stalls, book stalls, parcel offices etc.

Table 5.1

Bus station is the place where passenger get various facilities like seating arrangements, time table, booking of tickets, drinking water etc. Buses come and pick up available passengers, from the bus stations, The above table shows that no. of bus stations during the year 1980-81 was 391 and it increased upto 473 during the period of ten years. Thus no. of bus stations is increased by 20.97% pick up sheds are meant for providing only shelters for the passengers. These bus stations are located in the cities, towns and even in the big villages also. While pick up sheds are constructed on the routes wherever necessary. The no. of pick up sheds during the year 1980-81 was 2617 and increased upto 3202 during the said period. This shows an increase of 22.35% during the period of ten years.

The passenger especially modern educated man needs not only shelter but also other various things like refreshment rooms & tea stalls, Book stalls, cold drinks, etc. These facilities provide comfort, easiness and makes arrangements for the happy journey. The Corporation is providing these facilities with a view to increase quality of the services and thereby fulfill its objectives. It is observed that No. of refreshments rooms and tea stalls during the year was 1459 and increased upto 1534 which shows an increase at 5.14% during the period of ten years. The No. of book stalls during the

Table-5.1

Passenger Amenities

(Figure in Nos.)

No. Particulars	1980-81	81-82	82-83	83-84	84-85	85-86	86-87	87-88	88-89	89-90	Total INC/ DEC.	Annual
1. Bus Stations	391	396	409	416	422	436	452	460	466	473	20.97	2.09
2. Pickup sheds	2697	2697	2786	2887	2941	3006	3045	3107	3148	3202	22.35	2.23
3. Refreshment room & tea Stalls.	1459	1423	1499	1491	1462	1563	1615	1606	1577	1534	5.14	0.51
4. Book Stalls	175	174	198	233	229	239	234	265	262	272	55.42	5.54
5. Other Stalls	810	792	928	1060	1187	1229	1354	1432	1528	1530	88.88	8.88
6. Parcel Offices.	368	379	401	411	419	428	433	442	437	440	19.56	1.95

(Source- Annual Administration Reports of
M.S.R.T.C. from 1980-81 to 89-90)

year 1980-81 was 175 and it increased upto 272 during the said period. Thus it shows remarkable increase of 55.42% during this period. The corporation has provided other stalls like sweets stalls, cold drinks etc. for the passengers. The No. of these stalls increased from 810 to 1530, which shows a remarkable increase of 88.88% during the period of ten years.

The Govt. has provided postal services which forms an important part of our daily life. The corporation has opened its own parcel offices at various places. The No. of parcel offices increased from 363 to 440 which shows an increase of 19.56% during the period of ten years. The Corporation carries postal material from one place to another and thus it helps to strengthen this public oriented service. Thus Corporation is trying to increase more and more transport facilities and thereby improve the quality of its service.

5.2.1) Casual Contract Services-

The Corporation provides casual services to the public. Meaning of term 'casual contract' is the contracts made with different parties on various occasions. The casual contract services means services provided on special occasions like marriages, educational trips, etc. The Corporation provides these services at concessional rates to various educational institutions and general public. The table 5.2 gives information about these services.

Various indicators like number of contracts entered with different parties, kms operated under these services, total earnings and earnings per km. under these services during the period of ten years are used for evaluation.

Table 5.2

It is observed that No. of casual contracts increased from 28023 in the year 1980-81 to 62786 during the year 1989-90. Which shows an increase of 124.05% during the period of ten years. kms. operated under these services also increased from 0.994 crores in the year 1980-81 to 2.15 crores in the year 1989-90 which is increased by 116.29% during this period. Thus Corporation is trying to enter into more and more casual contracts, provide more services on these special occasions & thereby assist these social and educational activities in the society.

The total revenue realised from these services increased from Rs. 3.326 crores in the year 1980-81 to Rs. 11.19 crores during the year 1989-90 which is increased by 236% during this period. Earnings per km. also increased from Rs. 5.01 to Rs. 5.22 during the period which is increased by 4.19% in all. Thus casual contract services are increasing day by day. Further it is observed that 116.29% increase in no. of kms. operated has brought up 236% increase in total revenue. Hence these services are profitable for the corporation.

Table-5.2

Casual Contracts

(Figures in Nos.)

No. Particulars	1980-81	81-82	82-83	83-84	84-85	85-86	86-87	87-88	88-89	89-90	Annual	Total INC, DEC.
1. No. of casual Contracts.	28023	24900	22522	29903	37010	40083	48696	60508	46816	62786	12.40	124.05
2. Kms. operated (In crores).	0.994	0.921	0.787	1.009	1.193	2.357	1.812	2.203	1.728	2.15	11.62	116.29
3. Revenue realised (In k. crores).	3326	4289	4435	4987	6091	7355	8312	9888	8518	1119	23.64	236.44
4. Earnings per km. (in paise).	N.A.	N.A.	N.A.	501	521	464	459	449	493	522	0.41	4.19

(Source -Annual Administration Reports of MSRTC from 1980-81 to 89-90.)

5.2.2) Arrangements for Fairs and Festivals.

Fairs and festivals is the typical characteristic of Indian Culture. It has an important place in the society. Corporation is providing extra services on account of different occasions, such as fairs and festivals especially, Ashadhi and Kartiki, Pandharpur as well as Dehu, Alandi, Paithan, Chaitra Pournima, etc. The Corporation also provides, tents, Zunka Bhakar stall, clean drinking water etc. facilities for the public. The table 5.3, gives information about these operations.

Table 5.3

The table gives information about No. of such trips, kms. operated under these trips, total no. of passengers carried and Traffic earning received.

The no. of such trip increased from 8475 in the year 1982-83 to 172611 in the year 1989-90, which shows total increase of 1936% in all. As far as effective kms. are concerned it increased from 85-55 lakh kms. in the Table shows that effective kms. are increased by 61.18% during the period of ten years.

Not only these operations have been increased in terms of No. of trips and effective kms. but also in terms of passengers carried and traffic earnings received. No. of passengers carried under these operations increased from 61.54 lakhs in the year 1980-81 to 126.85 lakh in the year 1989-90.

Table-5.3

Arrangements for fairs & Festivals.

No. Particulars	1980-81	81-82	82-83	83-84	84-85	85-86	86-87	87-88	88-89	89-90	Total INC.
1. No. of Trips	N.A.	N.A.	8475	9733	145695	144832	163654	159060	156727	172611	1936.70
2. Effective kms. (In lakhs.)	85.55	72.27	71.53	97.18	105.32	108.95	125.29	123.23	138.79	137.89	61.18
3. Passengers carried (In lakhs)	61.54	63.78	64.08	80.37	92.07	89.20	98.90	96.64	97.71	126.85	106.12
4. Traffic Earnings. (In lakhs).	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	799.46	921.01	15.20

(Source- Annual Administration Reports of MSRTC.
from 1980-81 to 89-90.)

It shows a remarkable increase of 106% in all. Traffic earnings of these operations also increased from Rs.799.46 lakh in the year 1988-89 to Rs. 921.01 lakh in the year 1989-90. Thus it shows an increase of 15.20% during the period of one year. However it is observed that increase in traffic earnings is not proportionate to increase in no. of effective kms. and no. of passengers carried under these operations.

Thus Corporation is providing more and more services on such occasions. Now a days Corporation is providing such services for small villages also. It indicates that by providing special transport services for fairs and festivals corporation is assisting social and cultural development of the country.

5.2.3) Concessions in Fares

Generally the Corporation provides its services at specified full rates to general public. But in certain cases it provides services at concessional rates for special category people. These people includes students, leprosy patients, TB & Cancer patients, Govt. Journalists etc. The Corporation do not charge full amount of fare but it gives certain relaxation to these people. The following table 5.4 gives information about the various concessions given by the Corporation.

Table-5.4

It is observed that students get passes at 66.66% concessional rate. The students require to pay only 33.33% of the total fare. In the same way students get 50% concession in fare for visiting their native place during the winter and summer vacation. Thus corporation is helping weaker section students for getting educational facilities. In the absence of these concessional services they would not have been in a position to get these educational facilities. In the same way corporation provides transport services at 66.66% concessional rates for educational trips. Blind students get travelling facilities at 75% concessional rate. Due to this efforts large no. of students are getting benefits of educational facilities.

In the same way the Corporation provides this facility for Leprosy., T.B. & Cancer patients also. Disabled leprosy patients get 75% concession, TB & Cancer patients get 50% concession in the fares. These people are disable to work and earn money. And hence in the humanarian sence, this facility is very important for these physically disabled persons.

Govt. accredited journalists also get services at 50% concessional rates. Journalists get these facility for attending Akhil Bhartiya Patrakar Parishad, Akhil Bharatiya Sahitya Sammelan etc.

Table-5.4

Concessions in S.T.Faires

Sr. No.	Permanent Concessions	Rate of Concessions.
1.	Students Passes	66.66%
2.	Students visiting native place during vacation for to and fro journey.	50%
3.	Casual contracts for Q Educational Trips.	66.66%
4.	Blind students & disabled Leprosy patients.	75%
5.	TB & Cancer patients.	50%
6.	Govt. accredited journalists.	50%

(Source- Annual Administration Reports of
MSRTC from 1980-81 to 89-90).

Thus Corporation is providing concessional rate services to various category peoples and giving them an opportunity to develop themselves and improve their standard of life.

The amount of such concessions during the year 85-86 was Rs. 19.49 lakhs while it increased upto Rs. 23.98 crores in the year 1989-90. Thus it is increased by Rs. 23.786 crores during the period of five years. Amount of these concessions in 1989-90 measures nearabout 35% of the total loss incurred during the same year. These figures itself gives idea about the importance of these facilities provided by the Corporation.

5.2.4) Five Point Programme.

It is main objective of the Corporation to provide good quality services to the public. So in order to promote various transport facilities and thereby to improve the quality of the transport services the corporation introduced five point programme, during the year 1989-90. This programme includes:-

- 1) Improvement in punctuality of services.
- 2) Cleanliness of buses & bus stations.
- 3) Cleanliness of toilets at bus stations.
- 4) Providing drinking water facilities to the public.

Cleanliness :-

The Corporation is trying to maintain cleanliness of buses and bus stations. For this purpose there are 1418 sweepers engaged in this work.

Sulabh International Toilets & Latrines :-

In order to improve the cleanliness of latrines and toilets at bus stations the corporation has decided to provide arrangements of "Sulabh toilets and latrines" every where in the State. Such type of facilities are already provided at Bombay, Parel, Dhule, Nasik and Pune, Bus stations; Similarly such facilities will be provided in big cities in immediate future.

Drinking water arrangements :-

The Corporation is providing drinking water facilities to the public. It has constructed 522 cement concrete tanks for this purpose. In the same way it has appointed watermen to provide sufficient drinking water by tankers.

The present conditions of bus stations, toilets and latrines are not good. And hence this programme will definitely improve the conditions and remove the inconvenience of the passengers. Thus corporation is introducing new approaches in its services and thereby improving quality of its services.

5.3) III) Quality of Service :

As stated in the earlier stage of this chapter the Corporation is established to provide an efficient, adequate,

economical and properly co-ordinated transport services.

After summarising the literature on transport, we get certain other indicators like, safety, reliability, cleanliness. Courtesy etc. that would help to judge quality of the service provided by the corporation. The present study uses following indicators to evaluate the quality of the service provided.

Safety.

Reliability.

Punctuality.

Economy.

Regularity.

Cleanliness.

Adequate.

Comfort.

Courtesy.

Co-ordination.

5.3.1) Safety :-

Safety is freedom from danger. A safe transport service is one which is accident free, enabling the passenger to reach his destination without loss of life or any part of their body. As safety is an indicator which is directly related with the life of passenger, it is prime responsibility of corporation to provide safe transport services to the public. Here safety is not only in respect of passengers

but it is equally in respect of drivers, conductors, pedestrians and all those who are concerned with the incidence of accident.

Due to the introduction of modern and speedy vehicles, increase in No. of vehicles and passengers No. of S.T. accidents, also increasing day by day. The following table gives information about S.T. accidents during the period of ten years from 1980-81 to 89-90.

Table 5.5 :

For the purpose of this study No. of accidents, are further, analysed in fatal, major and minor accidents.

As far as No. of accidents is concerned it is increased from 2799 in the year 1980-81 to 3474 during the year 1989-90, which is increased by 24.11% during the said period. Further analysis of accidents shows that more than 50% of total accidents are minor accidents, 40% of total accidents are major and remaining 10% accidents are fatal. Although the No. of accidents shows an increasing trend rate of increase is not higher, taking into consideration increased No. of vehicles and effective kms. operated.

In respect of rate of accidents table shows that rate of accidents per 10 lakh km. during the year 80-81 was 3.3 while

Table 5.5

Information pertaining to S.T. Accidents

No. Particulars	1980-81	81-82	82-83	83-84	84-85	85-86	86-87	87-88	88-89	89-90	Total	INC/DEC.
1. Effective kms. (Lakh)	7350.81	7994.44	7974.41	8194.02	8669.68	9497.46	10338.60	11136.43	12070.49	12070.49		74.26
2. Avg. Vehicles on road per day.	7989	8652	8802	8826	9221	9714	10357	10955	10702	12530		56.84
3. No. of Accidents												
a) Fatal	302	339	303	313	372	338	355	346	412	429		42.05
b) Major	1020	1243	1204	1299	1526	1732	1276	1440	1572	1712		67.84
c) Minor	1477	1387	1264	1343	1116	1227	1431	1329	1396	1333		-9.75
Total ...	2799	2969	2771	2955	3014	3297	3062	3115	3380	3474		24.11
4. Rate of Accidents per 10 K Lakh kms.	3.8	3.7	3.5	3.6	3.5	3.5	3.0	2.8	2.8	2.7		40.74

(Source- Annual Administration Reports of MSRTC from 1980-81 to 89-90.)

it was 2.7 during the year 89-90. Thus it is decreased by 40.74% during the period of ten years, figure 5.1 remarkably shows decreasing rate at accidents. Further we come to know that average rate of accident for the first five years is 3.6 while it is only 2.9 for the second five years. Thus it is good sign for the corporation as well as for the passengers. There is a considerable improvement in this rate of accidents especially from the year 1986-87, onwards. The personal discussion with the responsible officers indicates, that the whole credit for this goes to the "Travel safety drive" launched by the Corporation. This safety drive is impressed upon all staff, further clear cut analysis at the accidents helps to identify the causes of accidents and for taking preventive action.

Accidents and Safety Measures.

The Corporation has adopted various accident preventive measures to control the incidence of accidents and promote safe travel. Some of the preventive measures are as follows:

- 1) Minimum prescribed qualifications are rigidly followed while selecting the drivers.
- 2) Newly recruited drivers are given induction training of 8 weeks before they are sent on line.
- 3) Refresher courses are conducted for the drivers.

Figure 5.1

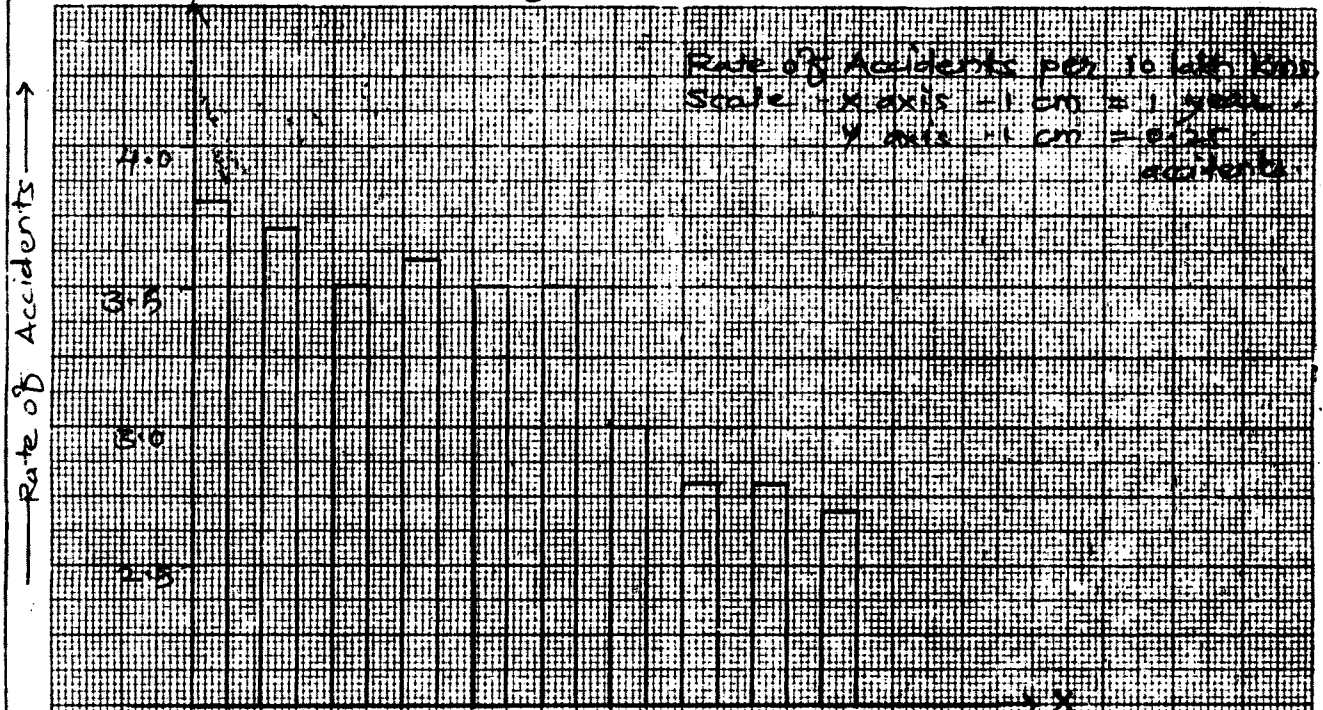
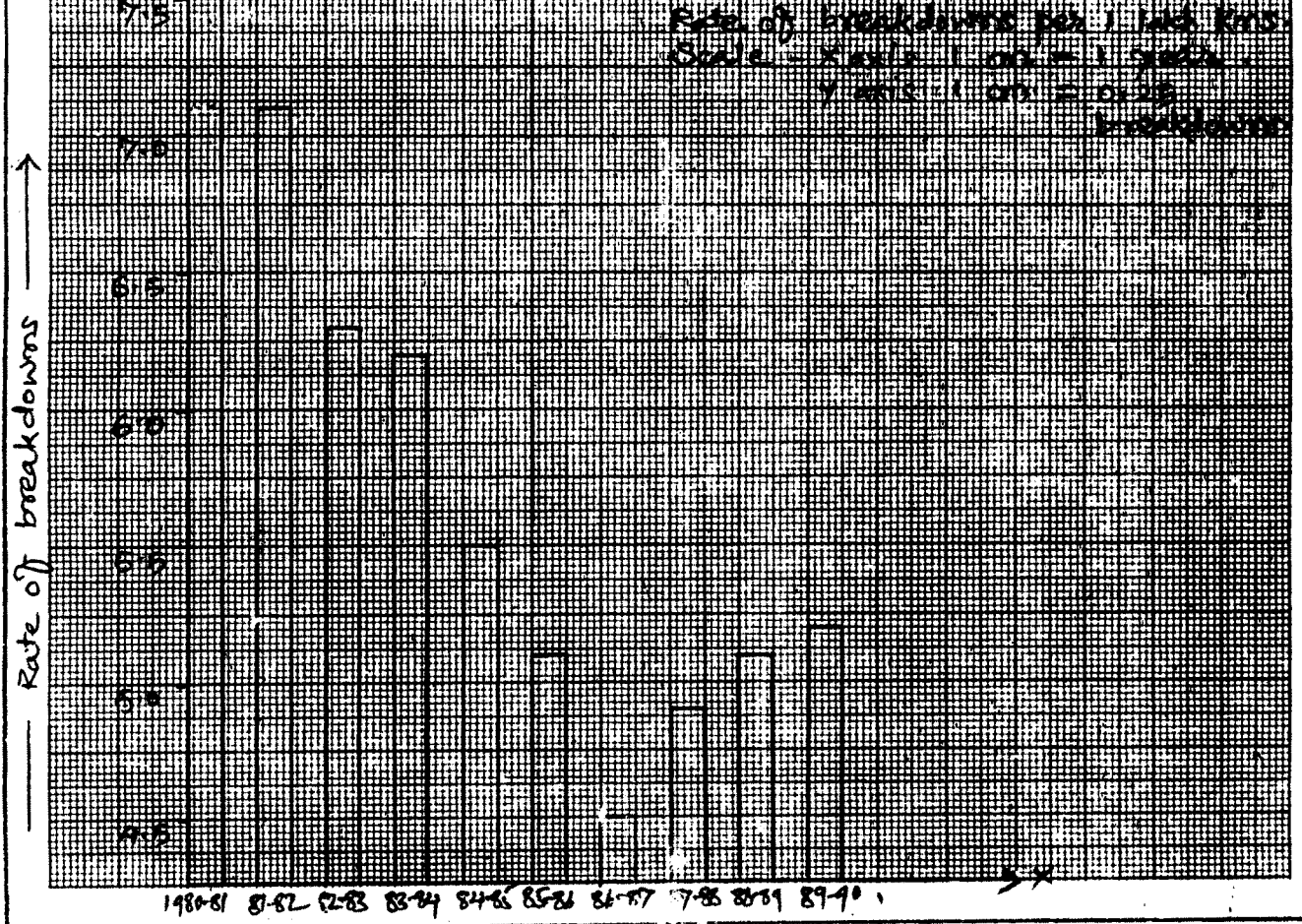


Figure 5.2



Years →

- 4) Detailed instructions are given to drivers regarding safety measures.
- 5) Traffic Inspectors are appointed for giving training regarding the defensive driving, various safety measures, repairing vehicles etc. Training courses for the traffic Inspectors are conducted at the Central Training Institute, Pune.
- 6) Safety drives are observed from time to time.
- 7) Revised and upto date Book let on safe driving is published by the Corporation. A copy of the same is given to every driver..
- 8) All accidents are thoroughly investigated with a view to take preventive action.
- 9) Drivers are examined for their eye-sight every year.
- 10) If the driver finds any defects in the vehicle at the time of accepting it for scheduled duty the vehicle is not sent on line unless the defects are set right. Systematic procedure for inspection of vehicles is carried before sending the vehicle on duty and after coming from the duty.
- 11) Line checking squads carry on the checking of vehicle condition, ticket less travellers as well as the driver and conductor in charge of vehicle. Whether traffic rules are observed by the driver are also watched by line checking squads.

- 12) The running time between two places is determined after taking into consideration the road condition and also the traffic density. Time tables are formulated in such a way that at no time driver is required to exceed the prescribed speed limit.
- 13) Apart from daily & decadal maintenance of vehicles periodical supervision of vehicles is carried out as per schedules.
- 14) If any driver on duty is found under the influence of liquor then such act is included as misconduct for which maximum punishment is termination of services. Such drivers are sent to Govt. Hospital for carrying out also test.
- 15) Safety check posts are established in Ghat sections such as Thal Ghat, Kashedi Ghat, Bor Ghat, Khambataki Ghat, etc. Where there is continuous flow of S.T. vehicles.
- 16) Instructions are issued to conduct road petrolling that is supervision on National Highway, State Highway and other major roads.
- 17) Meetings of drivers, conductors and other staff are conducted at Depot level to discuss various accident preventive measures.
- 18) Passengers are not allowed to carry explosive / inflammable articles in S.T. vehicles.
- 19) The speed limit of 60 kms. per hour is set for the vehicle.

Incentives for Accident Prevention .

The Corporation has introduced following incentives for prevention of accidents.

- 1) A Depot. having accident free record for six consecutive months is entitled for award of Rs. 2500/-
- 2) Driver who had performed 1300 days accident free service is entitled for award of Rs. 500/-
- 3) One of the conditions while giving selection grade to drives is 5 years accident free service in immediate past.
- 4) Badges of 5 years , 10 years , 15 years , 20 years , 25 years , and 30 years for accident free service are given to the drivers.

Medical Help and Accident Compensation.

Inspite of various safety measures adopted by the Corporation, if accident occur to the S.T. vehicles medical as well as monetry help is given to the victims. The Corporation gives this assistance in terms of one the spot payment as well as final compensation..

On the spot payment to S.T. Accident victims.

- 1) Injured victim
(Amount varies according to injury) Rs. 100 to Rs.500/-
- 2) Death/Fatel injury. Rs. 1,000/-

<u>A) Compensation for S.T. Passengers.</u>	<u>Amount.</u>
<u>Description.</u>	
1) Death or injury resulting into permanent total disability.	Rs. 50,000/-
2) Injury resulting into permanent partial disability. upto	Rs. 35,000/-
3) Injury resulting into temporary disability (Amount varies according to the duration of disability) upto	Rs. 25,000/-
 <u>B) Compensation for other than S.T. Passanger:</u>	
1) In case of death	Rs. 25,000/-
2) Total permanent disability.	Rs. 12,000/-
 <u>C) Compensation for occupant of third party vehicle.</u>	
1) Death of occupant	Rs. 12,500/-
2) Total permanent disability	Rs. 6,000/-

It is important to notice that the amount paid of on the spot payment is not deducted from the amount of final compensation. In the same way the amount of compensation is to be paid irrespective of legal liability of the corporation for the accident, earning capacity, sex, age of the victims of the accident.

Simplification of procedure for claiming compensation.

Another important thing is that the Corporation has simplified its procedure for finalising the accident compensation claim on indemnity bond instead of succession certificate. This procedure is followed from Jan. 87.

The claimants are required to submit the indemnity bond on general stamp paper executed before the Tahsildar or any other competent authority to effect alongwith a certificate from two respectable persons of the locality stating clearly therein that the claimant is known to them personally and is alone entitled for the compensation.

To avoid unnecessary delay in settlement of the accident compensation cases in the court of laws, the Corporation has introduced "Lok Nyayalaya" from the year 1985.

Maharashtra State Road Transport Corporation is the first Road Transport Corporation in India to adopt such a liberalised policy of payment of accident compensation on humanitarian grounds.

The following table gives, information about the medical help and compensation given by the Corporation during the period of ten years.

Table-5.6

Medical Help & Compensation

No. Particulars	1980-81	81-82	82-83	83-84	84-85	85-86	86-87	87-88	88-89	89-90	Total INC-DEC
1. No. of Accidents	2799	2959	2771	2955	3014	3297	3062	3115	3380	3474	24.11
2. On the spot payment (Rs. in lakhs).	6.12	8.80	9.53	10.49	12.56	13.33	17.65	11.31	14.02	13.97	128.26
3. Final compensation (Rs. in lakhs).	39.37	49.97	59.66	76.58	81.08	116.34	116.92	119.32	129.92	160.16	306.73
Total ...	45.49	58.77	69.19	87.07	93.64	129.67	134.57	130.63	143.94	174.13	282.78

(Source- Annual Administration Reports of MSRTC
from 1980-81 to 89-90.)

Table 5.6

The Table indicates No. of accidents, on the spot payment and final amount of compensation paid by the Corporation.

It is observed that Corporation paid amount of Rs. 6.12 lakhs on account of on the spot payment in the year 1980-81. This amount increased upto Rs. 13.97 lakhs during the year 1989-90. This amount of on the spot payment is increased by 128% in all. The amount of final compensation paid during the year 1980-81 was Rs. 39.37 lakhs while it was Rs. 160.16 lakhs during the year 1989-90. This amount is increased by 306.75% during the period of ten years. The total amount of compensation is increased from Rs. 45.49 lakhs in the year 1980-81 to Rs. 174.13 lakhs, during the year 1989-90. The total amount of compensation is increased by 282.78% during the said period.

The amount of compensation itself indicates corporations interest in helping the victims or their successors. This is an important work undertaken by the Corporation on the humanitarian ground. In the absence of this compensation scheme the victim or successors would have been suffered on a large scale.

5.3.20 Realibility.

Realibility means the quality of being dependable.

Consumer satisfaction is very important in any business. Realibility is the ability to satisfy the consumers. It is a degree to which consumer can depend upon the goods or service for satisfying his needs.

In case of transport service realibility denotes a break down free service. A passanger buys a service to reach his destination and if the bus breaks down he will not be able to reach his destination. It will take more time for the removal of mechanical faults and passanger will not reach in time. In this case transport service is of no use for the passanger. It will not be reliable for the passangers. And hence it is responsibility of the Corporation to provide break down free service for the public. The following table gives information about S.T.break downs during the period of ten years.

It indicates No. of break downs and rate of break downs during the particular year.

Table 5.7

As far as No. of break downs is concerned it is increased from 55,514 in the year 1980-81 to 66,237 during the year 1989-90. Thus No. of break down is increased by 19.31% during the period of ten years. But rate of increase in No. of break downs is less as compared to rate of increase in No.of vehicles and effective kms.

Table-5.7

Information of S. T. break downs for the decade from 1980-81 to 89-90.

(Figure in Nos.)

No. Particulars	1980-81	81-82	82-83	83-84	84-85	85-86	86-87	87-88	88-89	89-90	Total IN DEC(%)
1. No. of breakdowns	55514	56736	50583	50507	47469	43702	41509	55094	61341	66237	19.31
2. Rate of break downs per 1 lakh kms.	7.6	7.1	6.3	6.2	5.5	5.1	4.5	4.9	5.1	5.2	46.15

(Source- Annual Administration Reports of MSRTC
from 1980-81 to 89-90).

Although the No. of break downs is increasing the rate of break downs per 1 lakh kms. is decreasing. The rate of break downs per 1 lakh kms. decreased from 7.6 in the year 1980-81 to 5.2 during the year 89-90. The average rate of break downs during the first five years was 6.5 while it was only 4.8 during the next five years of decade. Thus it shows a continuous decreasing trend which is a good sign for the compensation. The figures 5.2 remarkably indicates this decreasing trend of break downs. As the rate of break downs is decreasing day by day we can say that passengers are getting more reliable service as compared to previous one.

The personal discussions made with the responsible officers indicate that the main reason behind S.T. break down is improper road conditions. There may be certain other reasons such as careless driving, improper conditions, of vehicle or lack of inspection of vehicles on certain occasions, etc. Whatever reason may be it is, important that rate of break downs is decreasing day by day and hence we can say that there is still opportunity to lower it further in future.

5.3.3) Punctuality :

Punctuality means neither early nor late. In simple words we can say that punctuality means ability to provide service at right time. In case of transport service the bus

should leave the starting point at the appointed time i.e. on time, without delay. It should arrive at the destination at the predetermined time. Wherever it is supposed to halt for picking up and dropping passengers, it should conform to the scheduled timings of arrival and departure at such mid-point. Punctuality again results into reliability and hence it is important for the Corporation to maintain punctuality in its services. The table 5.8 indicates punctuality of services provided by the Corporation during the period of ten years.

Table 5.8

As far as punctuality of departure is concerned it is ranging from 92% to 94%. The average percentage of punctuality of departures is 94.05% during the period of ten years. It means that near about 5% of the total buses on the road do not leave the starting point on time. They start late which results into wastage of passengers time. Figure 5.3 remarkably indicates punctuality of service.

In case of punctuality of arrivals it is ranging from 93% to 95%. The average percentage of punctuality of arrivals is 94.59% during the said period. It means that near about 5% of the total buses on the roads do not reach the destination in time. They took more time than the scheduled time. This indicates wastage of time in the route.

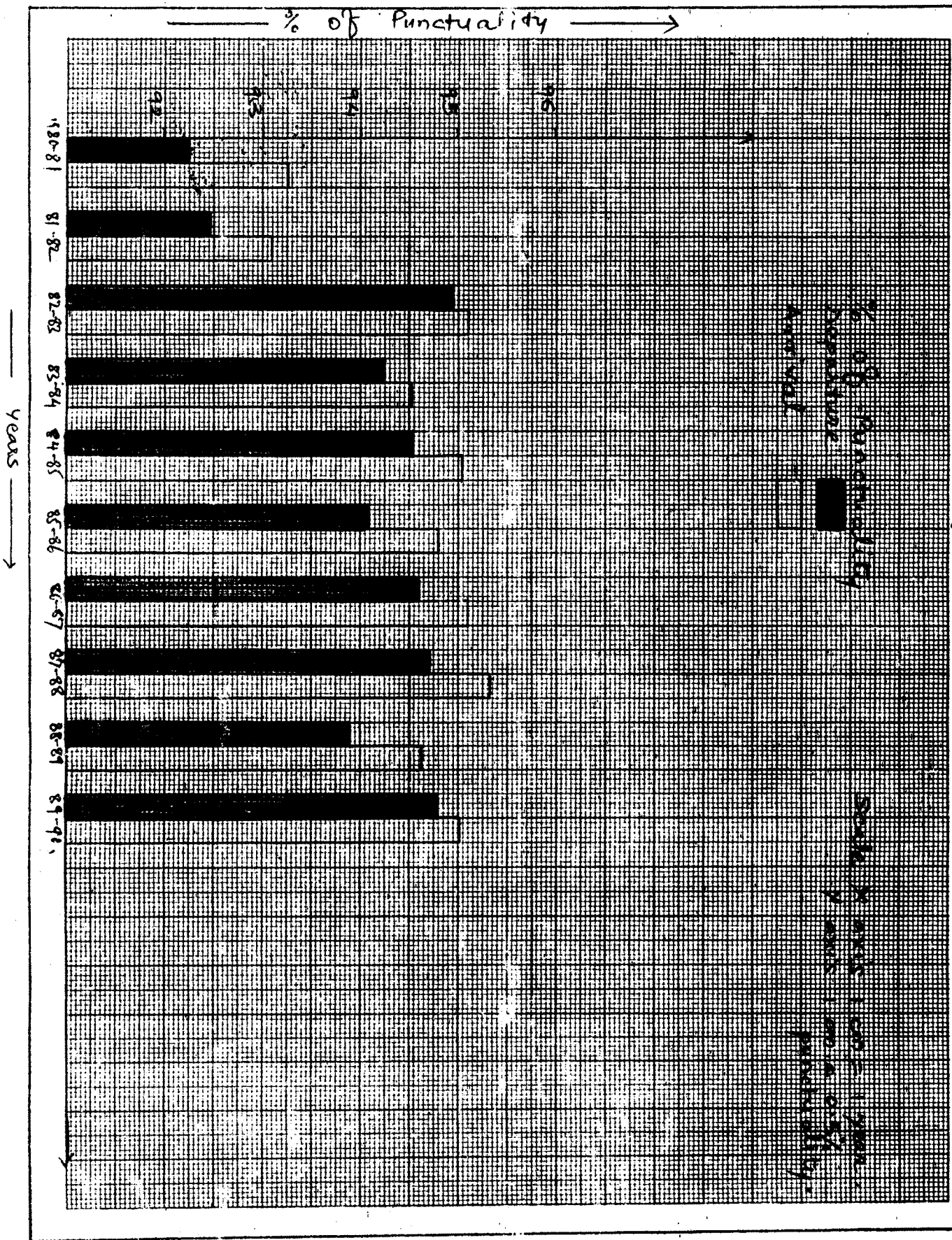


Figure 5.3

Table-5.8

Punctuality of S. T. Service during the period from 1980-81 to 89-90.

No. Particulars	(Figure in %)										Average %	
	1980-81	81-82	82-83	83-84	84-85	85-86	86-87	87-88	88-89	89-90		
% of Punctuality												
a) Departure	92.25	92.46	94.96	94.25	94.53	94.13	94.62	94.70	93.90	94.79	94.05	
b) Arrivals	93.27	93.10	95.13	94.53	95.03	94.78	95.11	95.35	94.66	95.01	94.59	

(Source- Annual Administration Reports of MSRTC
from 1980-81 to 89-90.)

There may be various reasons behind this wastage of time in journey, such as improper road conditions especially in rainy season, break downs, etc. Some of these reasons are under control of corporation. There is an opportunity to reduce this wastage of time in journey.

5.3.4) Public Complaints- 2

Consumer satisfaction should be the main objective of any business and hence passenger satisfaction is the aim of the corporation. If the passenger is not satisfied, with the quality, price and usefulness of the service they complain against the Corporation. Thus we can say that public complaints is an important source to judge the quality of service provided by the corporation. Detailed analyses of public complaints will help Corporation to improve its services according to the needs and requirements of the passengers.

The following table indicates various types of public complaints received against the Corporation.

Table 5.9

Various types of complaints are made against the Corporation. These includes the complaints regarding fair, and refund, traffic operations, passenger amenities etc.

Table-5.9

Public Complaints against M.S.R.T.C.
From the year 1980-81 to 89-90.

(Figure in Nos.)

No. Particulars	80-81	81-82	82-83	83-84	84-85	85-86	86-87	87-88	88-89	89-90	Average (%)
<u>1. Fair & Refund</u>											
a) Complaints regarding fares..	242	288	263	171	145	135	177	109	96	163	178.9 (Avg.)
b) Impover Ticketing	229	316	291	228	170	159	115	139	94	87	128.8 "
c) Change not paid back	254	281	277	402	339	309	257	269	228	217	283.3 %"
<u>2. Operation</u>											
a) Time table	325	278	436	362	270	242	214	261	298	243	292.9 "
b) Irregularity & Unpunctuality	3657	2931	1991	2042	2029	2206	1998	1838	1755	1608	2205.5 "
c) Unsuufficient accommodation in the bus.	1657	1422	1208	1381	1155	1188	1343	998	864	716	1143.2 "
d) Bad condition of the vehicle.	482	376	238	311	233	290	235	242	229	159	179.5 "
e) Others	1451	1175	1093	1250	1000	1177	1084	1283	1619	1648	1281.6 "
<u>3. Amenities</u>											
a) Facilities at Bus stations.	258	221	172	214	238	216	138	133	134	93	181.7 "
b) Inadequate sanitary conditions.	23	47	42	34	39	40	33	58	22	34	37.2 "
c) Canteen	27	23	14	22	22	32	16	46	18	22	24.2 "
d) Discourtesy	1897	1585	1246	1247	1134	1243	1259	929	938	739	1211.7 "
e) Others	638	760	795	747	654	649	600	563	627	512	654.5 "
Total (1+2+3)	11140	9703	8056	8411	7428	7886	7464	6868	6922	6241	- 53.98 (DEC)
No. of complaints per 10 lakh passenger	7.8	7.6	6.2	6.0	4.9	4.6	2.0	3.3	3.2	2.7	- 71.12 (DEC)

In the first category of fair & refund complaints, complaints regarding improper fares decreased from 242 in 1980-81 to 163 in the year 1989-90, which shows a varying trend, The complaints against improper ticketing also decreased from 229 in the year 1980-81 to 87 in the year 1989-90 which shows a continuous decreasing trend, While complaints regarding change not paid back also shows a varying trend slightly coming down during the last 5 years.

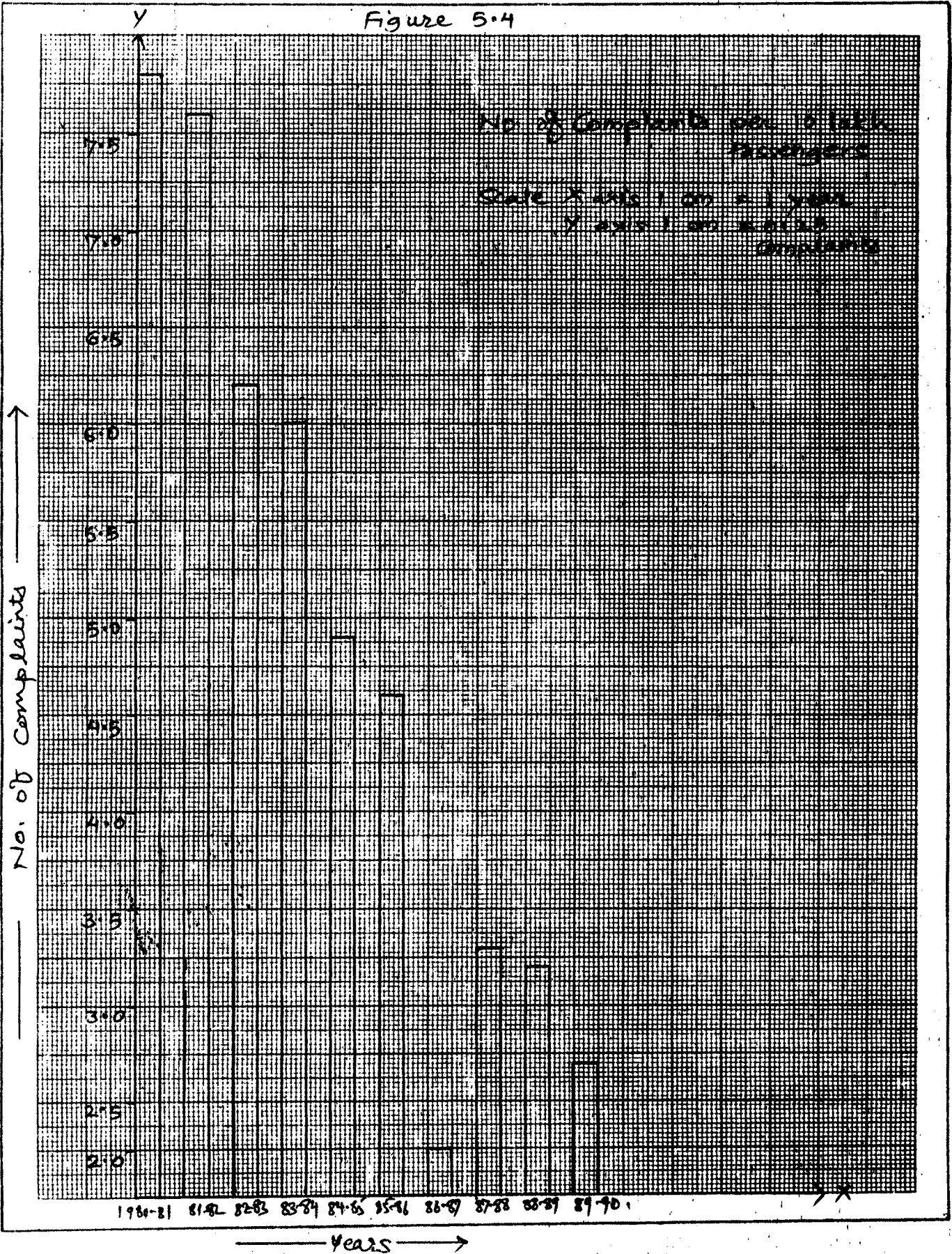
In the second category of complaints regarding traffic operations No. of complaints is large one. The complaints regarding Time table also shows a varying trend decreased from 436 to 243 during the period of ten years. The complaints regarding irregularity and un-punctuality are large in number showing a varying trend decreased from 3657 to 1608 during the said period. The complaints regarding un-sufficient accommodation in the bus are also large in No. showing a decreasing trend over the period of ten years. These complaints decreased from 1655 in the year 1980-81 to 716 in the year 1989-90. Thus Corporation is trying to provide more and more accommodation to the passangers. The complaints regarding bad conditions of the vehicles, also showing varying trend. These complaints indicates that corporation is not 100% , regular and punctuate in its services.

The third category of complaints deals with passenger amenities provided by the Corporation. The complaints regarding facilities provided at bus stations shows a varying trend slightly decreasing trend during the last few years. Complaints regarding inadequate sanitary conditions and canteen are small in No. showing decreasing trend over the period of the ten years. Complaints regarding the discourtesy of drivers and conductors is a serious problem for the Corporation. These complaints are large in number and decreased from 1897 in the year 80-81, to 739 during the year 1989-90. The whole credit for this goes to corporation for preparation and implementation of certain code of conduct for the staff. Total No. complaints decreased from 11140 in 1980-81 to 6241 in 1989-90 i.e. by 56.02%. As earlier analysed in this chapter the public complaints regarding irregularity and un-punctuality of services are large in number and hence it is a serious problem for the Corporation. The No. of complaints regarding irregularity and un-punctuality decreased from 3657 in the year 1980-81 to 1608 during the year 89-90. No. of such complaints during the year 1980-81 was 3657, a highest one during the period of ten years. Thus it does not show a continuous decreasing trend but it shows a varying trend. The average No. of such complaints was 2205 during the said period. It is important, thing that the no. of such complaints is slightly coming down during the last 3-4 years.

Analysis of these complaints shows that there is large no. of complaints regarding the regularity. And hence, it is clear that Corporation is not prompt in this case,. Further these are only recorded complaints. There may be No. of such complaints not send by the people. And hence, the Corporation should pay more attention towards these unrecorded complaints. Even in day to day life we come across such a situation that No. of trips are to be cancelled and so on. Discussions made with the responsible persons are not always fruitfull, passanger get answers like buses are not available, drivers or conducturs are not available or some time due consideration is not given to the complaints. Passangers wait there on the stand for hours time, waste their valuable time or some times they contact private transporters. As above problems are interaal problems, the Corporation should make necessary arrangement and maintain regularity on its services.

Although analysis of complaints shows a varying trend and slightly decreasing trend during the last few years, it is important that number of complaints per 10 lakhs passangers shows a decreasing trend. Figure 5.4 remarkably indicates the same. The No. of complaints per 10 lakh passangers during the year 1980-81 was 7.8 while it decreased down to 2.7 in the year 1989-90. Thus it is decreased by 71.12% over the decade. As No. of complaints is decreasing we can say that Corporation is trying to

Figure 5.4



bring regularity and punctuality in its services. The Corporation is trying to provide more and more amenities and facilities to the passengers.

In fact the statistics given about the public complaints may not be cent percent correct. Because people those are educated can only complaint against Corporation. In the country like India where majority people are illiterate, they are not educated, they cannot complaint against Corporation,. There are some educated people who do not want to complaint. They are not interested in such type of activities. If all these complaints are taken into consideration the picture will be quite different.

5.3.5) Economy :

Economical transport service means a service that is not wasteful. It denotes that all the inputs are put to appropriate and maximum use in order to provide a service which effects only the genuine costs of operation. According to section 18 of R.T.C. Act, it is an obligation on the part of Corporation to provide maximum of service at a minimum of cost to the public. Although cheapness is relative, what is cheap to one may not be cheap to another. Still the corporation should eliminate wastages internal to the working of the organisation for providing economical transport service. The responsibility of the supplier of the service is not to pass on the costs of his own inefficiency to the customer. Thus the objective of economical transport service gives stress on the thing that corporation should not increase its fares frequently that will be burden some for the passenger. The passengers should be require to pay right amount for the service they get from the Corporation. The following table gives an ideax about the schedule of S.T. fares for the period of ten years.

Table 5.10 :

The Table indicates fares charged by the Corporation for the various types of transport services. These charges are meant for 1 stage of 6 kms in case of all types of

Table-5.10

Schedule of Fares.

(Figure in Rs.)

Year	Motosill Services (ordinary & Exp.) per stage of 6 kms.	Luxury Services per stage of 6 kms.	Semi Luxury Services per stage of 6 kms.	Night Services per stage of 6 kms.	City Services per stage of 2 kms.
1980-81	0.50	0.75	0.75	0.60	0.30
81-82	0.60	0.75	0.80	0.70	0.40
82-83	0.60	1.10	0.80	0.70	0.40
83-84	0.60	1.10	0.90	0.70	0.40
84-85	0.60	1.10	0.90	0.70	0.40
85-86	0.60	1.10	0.90	0.70	0.50
86-87	0.70	1.40	1.05	0.80	0.50
87-88	0.70	1.40	1.05	0.80	0.50
88-89	0.70	1.40	1.05	0.80	0.50
89-90	0.80	1.40	1.05	0.90	0.50
% of Increase	60	86	40	50	66

(Source- Annual Administration Reports of MSRTC,
from 1980-81 to 89-90.)

services except city services. In case of city services charges for 1 stage of 2 kms. are given. The table also shows % of increase in fares in each type of service.

In case of motor services including ordinary and Express services the transport charges were Rs. 0.50 per per stage in 1980-81. Then it was increased up to Rs.0.70 during the year 1986-87 and again it was increased upto Rs. 0.80 in the year 1989-90. Thus transport charges for motor services are increased by 60% and on 3 occasions during the period of ten years.

In case of Luxury services transport charges were Rs. 0.75 for the stage during the year 1980-81. Then it was increased upto Rs. 1.40 per stage during the year 1986-87. Thus transport charges for Luxury services increased by 86% over the period of ten years. The corporation has increased these charges on two occasions during the said period.

As far as Semi-luxury services are concerned the fare charged was Rs. 0.75 per stage during the year 1980-81, which was increased upto Rs. 0.90 per stage during the year 1983-84. Again it is increased by 40% during the said period. The Corporation has increased this fare thrice during the period of ten years.

Thus table indicates that transport charges for all types of services are increased twice or thrice during the period of ten years. Especially current hikes in S.T. fares are burden-some for the common man. The Current charges for mofossil services that is services provided in the rural area are R. 1.40 per stage. And hence there are not discussions about these frequent hikes in S.T. fares.

The personal discussions made with the responsible officers indicate that there is no alternative for the Corporation to increase the fares. The cost of inputs such as cost of stores, fuel, libricants, tyres & tubes etc. is increasing rapidly. All these conditions force Corporation to increase the transport charges to cover the cost of providing services. The only and best way for the Corporation is to control wastage of inputs so that service charges can be kept minimum. This will help Corporation to provide economical transport services to the public.

5.3.6) Regularity

Regularity means operating the service as per the time table which is made on the basis of the assessment of passengers needs. In other words bus services should

not ordinarily be cancelled. If services are not operated at known intervals as planned regularly is deemed to have been affected. Thus regularity ~~xxx~~ is again very close to punctuality. And hence the Corporation should follow this important objective while providing transport services.

In order to evaluate regularity of Corporation in its services different indicators like No. of ~~xx~~ trips cancelled, No. of km. cancelled, etc. can be used. Although we get information about the No. of kms. operated by the Corporation, we do not get information about the above important parameters. Hence in the absence of No. of trips cancelled and No. of kms. cancelled regularity services cannot be judged perfectly.

So in order to judge regularity in service we have to depend upon public complaints received against the Corporation. As earlier analysed in this chapter the public complaints regarding irregularity and un-punctuality of services are large in number and hence it is a serious problem for the Corporation. The No. of complaints regarding irregularity and un-punctuality decreased from 3657 in the year 1980-81 to 1608 during the year 89-90. No. of such complaints during the year 1980-81 was 3657, a highest one during the period of ten years. Thus it does not shows a continuous decreasing trend but it shows a varying trend.

The average No. of such complaints was 2205 during the said period. It is important things that the No. of such complaints is slightly coming down during the last 3-4 years.

Analysis of these complaints shows that there is large No. of ~~of~~ complaints regarding the regularity. And hence, it is clear that Corporation is not prompt in this case,. Further these are only recorded complaints. There may be No. of such complaints not send by the people. And hence, the Corporation should pay more attention towards these unrecorded complaints. Even in day to day life we come across such a situation that No. of trips are to be cancelled and so on. Discussions made with the responsible persons are not always fruitfull, Passenger get answers like buses are not available drivers or conductors are not available or some time due consideration is not given to the complaints. Passengers wait there on the stand for hours time, waste their valuable time or some times they contact private transporters. As above problems are internal problems, the Corporation should make necessary arrangement and maintain regularity on its services.

5.3.7) Cleanliness :

Cleanliness is the most important requirement of human life, which keeps atmosphere well and helps to continue the things in a right direction. Thus it is closely related with efficiency.

Cleanliness is an important attribute to efficiency in transport service. The buses, bus stations, and other premises should be kept clean and proper importance should be given to their maintainance and up-keep.

In order to judge cleanliness of service we have to again refer public complaints, regarding bad conditions of vehicles. Table 5.9 gives information about these complaints. Public complaints regarding bad conditions of vehicles are not very large in number as like the complaints regarding irregularity of services. These complaints shows a varying trend during the period of ten years. No. of such complaints during the year 80-81 was 482 & again it mounted to 311 during the year 1983-84 and lastly it lowered to 159 during the year 1989-90. The average No. of these complaints was 279 during the said period it is good sign for the Corporation that No. of such complaints is slightly coming down during the last 5 years.

As already mentioned No. of complaints do not represent true picture. The Corporation should try to keep the vehicles upto date. We often observe vehicles, having No. proper seats,

leakages both at top and at gottom, full of mud in the bus particularly in the rainy season. Bus stations, pick up sheds, and other premises, are not round clean. Discussions made with the station Masters, bus drivers, and conductors indicate that improper roads conditions and some time improper thinking of passangers is responsible for this situation. After all it is a national property but people do not care of it,. Some times they behave in a way that they are intending to destroy it so people should liberally co-operate in this matter.

It donot mean that Corporation is not responsible for the situation. On the other hand most depends upon Corporation. If it keeps proper maintenance of vehicles, bus stations and other premises the whole things can be improved. And it is important that Corporation has concentrated its efforts on this problem. Detailed inspection procedures for each vehicles is followed before sending the vehicles on line,. In order to keep cleanliness in toilets and laterines it has introduced "Sulabh International Toilets and Lat - rins" from the year 1989-90. And hence, whole credit goes to these efforts for lowering down the No. of complaints regarding the cleanliness.

5.3.8) Adequacy :

Business should provide adequate or sufficient service to its customers otherwise or it will have to lose its customers. Adequacy of transport service denotes provision of service level in right proportion. In simple words adequacy means provision of service according to the needs of the passengers. According to M.P.V. Anantha adequacy of service could be ensured by

a) Alternating the time table, b) adjusting the No. of trips, c) operating emergency services.

b) Introducing additional services etc.³ In short adequacy means the ability to adjust the available resources for meeting the travel demand, of the public. Demand for the transport is derived from the demand for some-things else. And hence adequacy of transport service could be achieved by an assessment of travel needs of the people in the area of operations and matching them with the provision of transport facilities.

In order to judge adequacy of services it will be correct to refer public complaints regarding time table,

3. M.P.V. Anantha- "Depots : Kingpins of Transport organisation, State Transport News, Sept-1971- Page-6.

shows a varying trend. The average No. of complaints against S.T. time table was 292 during the period of ten years. These complaints may be regarding improper time table and also against the reluctance of Corporation to alter the time table as per the public requirements. In the same way the public complaints against inadequate facilities at bus station also shows a varying trend and slightly decreasing trend during the last 5 years. Public complaints against inadequate sanitary conditions are small in number and shows a decreasing trend over the period of ten years. Due to these inadequate facilities people wander here and there. They stand by the road where there is no facility of bus stand. Some times Corporation could not adjust trips according to the requirements of passengers. And if they go to private transporters this is harmful for the Corporation.

Although providing cent percent adequate service is not practicably possible as the flow of passenger is uncertain, and unpredictable. Still Corporation should try its best to provide its services as per the public requirements. For this purpose Corporation should assess the travelling needs of the people by studying social, cultural, political and economic development of the area. On the

basis of these study it can make long range planning to provide adequate services to the public. The corporation has already concentrated its mind to provide adequate services. It is trying to adjust its time table and Nos. of trips according to the needs of people. It is trying to provide more and more transport facilities such as bus stations, pick up sheds, buses, sanitary wears etc. We have studied it in earlier chapter of this study. The corporation is providing emergency services on different occasions like fairs, festivals, educational trips, etc. Thus Corporation is right on track to provide sufficient transport services to its passengers.

5.3.9) Comfortness :-

Comfortness means easyness. Comfortness in transport service means a reasonably adequate accommodation for passengers to sit with ease. The journey should not be trouble some or inconvenient for the passenger. The buses should not be loaded beyond their authorised capacity, otherwise it would cause inconvenience to passengers. In the same way comfortness can be maintained by providing faster service and improved facilities. Especially the modern man is attracted towards comfortness. an hence it is important for the corporation to provide more and more comfortable services to attract more and more passengers.

In order to judge comfortness in transport services, public complaints regarding insufficient accommodation in the bus can be referred. These complaints are large in number and stand third in the list of complaints. Although it shows a varying trend, there is a considerable improvement during the last 7-8 years. No. of such complaints decreased from 657 during the year 1980-81 to 716 during the year 1989-90. The average No. of these complaints was 114 during period of ten years.

There is another side to this problem. Responsibility of this problem to a certain extent goes to public also. The careful observation of buses and passengers indicate that passengers trend to catch the bus even if there is no room in the bus. People prefer to stand in the bus or sometimes they prefer to sit near the driver which again causes inconvenience to the other passengers. And practically it is going to happen because people want to save their time, they cannot wait till the next bus comes. So it is responsibility of the Corporation to provide more buses and the necessary accommodation that will remove such a inconvenience to the public. It is equally important that public should give necessary co-operation in this matter.

It is true that Corporation is trying to provide more improved facilities, luxury services to the public.

In order to keep control on the No. of passengers in the bus it has introduced 'Line Checking' system. It is clear that Corporation is trying to provide comfortable service to the public, but in the absence of due co-operation from passengers it is not possible for the Corporation to solve this problem successfully.

5.3.10) Courtesy :

Courtesy is being polite and kind, showing good manners. It simply means a method of behaving with others that would keep smooth relations with others.

This objective of courtesy is very important in transport business. The passengers should be treated well. Drivers and conductors come across various types of passengers having different level of thinking. Hence they should understand psychology of the passengers and accordingly, they should be treated in a good polite manner. The staff members of the Corporation should understand that-- passengers are paying not only for transport service but also for courtesy too.

In order to judge this objective public complaints regarding dis-courtesy of staff can be referred. Table 5.9 gives information about the No. of complaints against dis-courtesy of S.T. staff. Public complaints regarding

discourtesy of staff are large in No. These complaints also shows a varying trend but slightly decreasing trend during the last 23 years. The No. of these complaints decreased from 1987 in the year 1980-81 to 739 during the year 1989-90. It is true that S.T. staff especially drivers and conductors do not give proper treatment to the public. It is oftenly observed that drivers conductors and passengers tend to fight each other. Even S.T. Conduct-Controllers some time are not interested to help passengers. Whatever reasons may be, it is not good both for the Corporation as well as for passengers.

It is true that Corporation is trying to remove these difficulties. It has introduced 'Code of Conduct' for the staff but unfortunately it remains on paper only. Here it is equally important that in the absence of liberal Cooperation from passenger it is not possible to solve this problem.

5.3.11) Co-ordination:

Transport co-ordination is the act. of regulating and combining transport agencies so as to produce better results that will be beneficial both for public as well as for transport agencies themselves. Further section 43 of the Motor Vehicles Act has mentioned that the State

Govt. while issuing directives regarding grant of permits, should have regard to the desirability of coordinating road-rail transport. Co-ordination simply means to eliminate the un-necessary wasteful competition among the different means of transport and to make provision of transport operations according to their need & importance in relation to other modes of transport. Transport co-ordination is one of the important objective behind the Nationalisation of transport. And hence it is important for the Corporation to maintain proper co ordination with other modes of transport. Transport co-ordination is of two types (a) Internal Co-ordination, (b) External Co-ordination.

Internal Co-ordination means co-ordination within a given mode of transport. The bus schedules of one unit of operation and another should be so adjusted that there is no wasteful provisions of service in a spirit of meaningless competition. If there are no passengers waiting for the seats provided and the bus moves on, the capacity generated is lost forever. Wastage of service due to improper co-ordination will adversely effect profitability and it will be passed on to the public as cost in the shape of increased fares. Hence corporation should consider the demand for service and provide necessary buses accordingly.

After all Corporation follows this policy but as the demand for the transport service is un-certain, it is oftenly observed that buses travel without passengers. Here again the Corporation cannot wait for the passengers because it will cause to irregularity and unpunctuality in service. So the only way is the previous experience on the basis of which the Corporation should plan and make necessary provision for transport service.

The other aspect of co-ordination is the external co-ordination meaning of which is the co-ordination among the different modes of transport. Each and every mode of transport has its own merits and demerits. Each mode of transport can play supporting role for other modes of transport. Hence the Corporation should consider National transport policy and accordingly make provision for its own services. This will help inter exchange of facilities among different modes of transport. Example may be given of rail and road transport. Passenger coming by rail need bus transport to continue and complete their journey. Similarly buses feed the railways. In this case if the terminals are located in an unrelated manner, it will be great inconvenience to passengers requiring inter-mediate modes of transport such as Rikshows, etc. The same problem

is observed in our country. This will increase cost of travel for the passengers. While locating bus stations and bus stops, as far as possible, they should be integrated, so that passengers can easily interchange from one mode to another without incurring additional cost for the service.

5.4) Region-wise analysis of quality of service .

As already studied in case of physical and financial performance of the Corporation, ~~and~~ in order to find out whether corporation has made all-round development in case of quality of service or not, it is necessary to make Regionwise analysis of quality of service. This will help to judge quality of service provided by the different regions. The following table is useful for this purpose.

Table 5.11)

Various indicators are used to judge quality of service provided by the Regions. This included No. & ~~rate~~ rate of accidents no. & rate of break-downs, no. of complaints and percentage of punctuality in service in relation to each region. The table also gives information about the percentage of increase or decrease in relation to above indicators.

The first indicator that is no. of accidents shows

Table-5.11

Regionwise- Quality of Service.

Year	No. of Accidents					Rate of Accidents per 10 lakh per kms.					No. of break downs					Rate of break downs per 1 lakh kms.				
	A	N	P	B	Total	A	N	P	B	Avg.	A	N	P	B	Total	A	N	P	B	Avg.
80-81	NA	NA	NA	NA	NA	3.2	3.4	3.5	4.8	3.8	NA	NA	NA	NA	NA	5.6	7.6	7.0	9.2	7.6
81-82	NA	NA	NA	NA	NA	2.7	3.5	3.4	4.8	3.7	NA	NA	NA	NA	NA	5.8	7.1	6.0	8.9	7.1
82-83	NA	NA	NA	NA	NA	2.9	2.9	3.1	4.5	3.5	NA	NA	NA	NA	NA	5.9	7.3	4.3	8.0	6.3
83-84	NA	NA	NA	NA	NA	2.7	3.3	3.2	4.6	3.6	NA	NA	NA	NA	NA	6.4	6.9	4.1	7.6	6.2
84-85	NA	NA	NA	NA	NA	2.7	3.0	3.1	4.5	3.5	NA	NA	NA	NA	NA	5.8	5.1	4.1	6.9	5.5
85-86	NA	NA	NA	NA	NA	2.8	3.2	3.0	4.5	3.5	NA	NA	NA	NA	NA	5.7	4.7	4.0	6.1	5.1
86-87	NA	NA	NA	NA	NA	2.1	2.9	2.6	3.8	3.0	NA	NA	NA	NA	NA	4.6	3.9	3.4	5.8	4.5
87-88	449	524	850	1292	3115	2.3	2.4	2.5	3.5	2.8	10848	8787	11499	23964	55098	5.6	4.0	3.4	6.5	4.9
88-89	473	625	878	1404	3380	2.2	2.5	2.4	3.6	2.8	12221	9035	12035	28050	61341	5.8	3.7	3.4	7.2	5.1
89-90	497	637	914	1426	3474	2.2	2.4	2.4	3.5	2.7	12891	12931	13403	27062	66237	5.6	5.0	3.5	6.6	5.2
% to total business.	14.30	18.33	26.30	4.104	100	-	-	-	-	-	19.38	19.52	20.23	40.85	100	-	-	-	-	-
Total INC/DEC/(%)	-	-	-	-	-	2.57	2.95	2.92	4.23	3.29	-	-	-	-	-	5.68	5.53	4.32	7.28	5.7
Annual INC/DEC.	-	-	-	-	-	Avg.	Avg.	Avg.	Avg.	Avg.	Avg.	Avg.	Avg.	Avg.	Avg.	Avg.	Avg.	Avg.	Avg.	Avg.

(Source- Annual Administration Reports of MSRTC. From 1980-81 to 89-90).

that region- Bombay is leading with highest No. of accidents, 1426, Region Pune comes second with 914 accidents, Region Nagpur third with 637 accidents, & Region Aurangabad is last with only 497 accidents, during the year 1989-90. An important indicator in this case will be rate of accidents which also shows same situation. In case of rate of accidents per 10 lakh kms. Region is leading with highest rate of 3.5, Region Pune & Nagpur stand second with the rate of 2.4 and Region Aurangabad shows lowest rate of accidents which is only 2.2 during the year 1989-90. This indicates that Region Aurangabad showing less No. of accidents as well as lowest rate of accidents and hence its in a commanding position. It is providing more safe, accident free transport service to the public. On the other hand, Region Bombay showing highest No. of accidents, as well as highest rate of accidents and hence its performance is not good, it has not succeeded in providing accident free safe service.

As far as no. of break downs is concerned similar situation can be observed. In this case Region Bombay again leading with highest No. of break downs, that is 27,062, Region Pune stand second with 13,403 break downs, Region Nagpur third with 12,931 break downs, and Region Aurangabad is last with 12,841 break downs, during the year 1989-90.

Again an important indicator in this case will be rate of break downs. In case of rate of break downs per 1 lakh kms. Region Bombay is leading with highest rate of break downs that is 6.6., Region Aurangabad stand second with 5.6 Region Nagpur third with 5.0 and Region Pune shows lowest rate of break downs which is only 3.5 during 89-90. Further average rate of break-downs is 7.28%, 4.32%, 5.53% and 5.68% respectively, for Bombay, Pune, Nagpur and Aurangabad regions,. As the rate of break downs per 1 lakh kms. is lower as well as percentage of decreasing this rate is also higher in case of Pune region, no doubt it is a commanding position in this matter. It is providing break down free service, it is more reliable in its services. On the other hand, Region Bombay showing highest No. of break downs, highest rate of break-downs and hence, it is not so reliable in its service. Region Nagpur and Aurangabad are also lagging behind in this matter.

The third indicator that is punctuality in services is divided into two categories (a) punctuality of departures, (b) Punctuality of arrivals. In case of % of punctuality in services both in case of departure and arrival, Region Pune is leading with highest average percentage of 95.35% & 95.50%. Region Bombay stand second with 94.94% & 93.18%, Region Aurangabad third with 92.30% & 92.03% and the Region

Nagpur is last with 89.29% & 91.05%, during the period of ten years. Thus it is clear that Region Pune is more punctual in its services. Region of Bombay is very close to Region Pune. While Region Aurangabad and Nagpur are lagging behind of these regions.

The fourth indicator that is public complaints shows that in case of No. of complaints during the year 1989-90, Region Bombay is leading with highest No. of complaints that is 2744, Region Pune stands second with 2212, Region Aurangabad third with 662 and Region Nagpur is last with the lowest No. of complaints, that is only 573. As far as rate of decrease in No. of complaints is concerned, Region Nagpur is leading with highest rate of 158%, Region Bombay stand second with 90%, Region Aurangabad third with 77% and Region Pune is lagging behind with lowest rate of decrease in No. of complaints, that is only 43% during the period of ten years. As far as No. of complaints per 10 lakh passengers is concerned, Region Pune is leading with highest No. of complaints that is 3.1 Region Bombay stand second with 2.8 Region Aurangabad third with 1.9 and Region Nagpur is lagging behind with lowest no. of complaints, that is only 1.5 during the year 1989-90. As Region Nagpur is showing lowest No. of complaints, highest rate of decrease in

complaints as well as lowest no. of complaints per 10 lakh passengers it is clear that Region Nagpur is better than all other regions in this matter. It is already mentioned that public complaints is not right indicator for the performance evaluation, because it depends upon level of thinking. But it helps to find out public opinion regarding region and hence it is discussed here to judge quality of service provided by the different regions.

As there are various indicators used to judge the quality of service and the table shows a varying performance of the regions, its very difficult to judge overall superiority of a particular region. There is not a particular single region leading in all cases. But study of table indicates that as far no. of break downs and rate of break downs, percentage of punctuality is concerned, Region Pune is in a commanding position and hence it has got overall superiority in quality of service. Region Aurangabad is showing better performance in case of no. of accidents and rate of accidents. Region Nagpur is better in case of No. of complaints, while Region Bombay is not leading in any field.



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