

CHAPTER - II

GROWTH & DEVELOPMENT OF MSRTC

CHAPTER : 2

GROWTH & DEVELOPMENT ON M. S. R. T. C.

The previous Chapter has been devoted to the discussion on the history and organisation structure of MSRT Corporation. This chapter deals with growth and development of the corporation. Business is a dynamic activity. Growth & development is the only factor that assures the survival of business. Hence, objective of this chapter is to study the growth and development of MSRT Corporation. Different indicators such as no. of Divisional Offices, no. of Depots, bus stations, no. of staff, no. of effective kms etc. have used to evaluate growth & development of the corporation. This chapter is divided into following parts :

1. Growth & Development of MSRTC.
2. Staff position of MSRTC.
3. Overall achievements.
4. Regionwise growth & development.
5. Divisionwise growth & development.

2.1) GROWTH & DEVELOPMENT OF MSRTC.

Part 1 of the Chapter second deals

With the growth and development of MSRTC corporation different indicators such as no of divisional offices, no. of depots, Central workshops, tyre retreading plants, no. of employees etc. have been used for this purpose. Table 2.1 indicates growth & development of the corporation for the period of decade from 1980-81 to 89-90.

Table - 2.1

As far as no. of Central office, Regional offices, Central workshops and printing Press are concerned there is no change during the period under reviewed.

In case of no. of divisions the number is increased from 26 in 1980-81 to 29 in 1989-90. It shows total increase of 11.54% and annual increase of 1.15% during the said period which is not remarkable one.

As far as no of depots is concerned it is increased from 172 in 1980-81 to 210 in 1989-90. Thus it is increased by 22.09% during the period of decade. This shows annual growth rate of 2.20% which is fair but not satisfactory.

On the other hand no. of employees have gone up from 75418 in 1980-81 to 109416 in 1989-90. Thus it shows total increase of 45.08% and annual increase of 4.50% which is remarkable one. All these factors clearly indicate that

Table 2.1

Growth & Development of MSRTC.

(from 1980-81 to 1989-90)

(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	Total INC/ DEC (%)	Annual INC/ DEC (%)
1.	Central Office	1	1	1	1	1	1	1	1	1	1	-	-
2.	Regional Office	4	4	4	4	4	4	4	4	4	4	-	-
3.	Divisional Office	26	27	27	28	28	28	29	29	29	29	11.54	1.15
4.	Depots	172	176	183	187	188	192	203	208	208	210	22.09	2.20
5.	Central workshops	3	3	3	3	3	3	3	3	3	3	-	-
6.	Tyre retreading plants	6	6	6	6	6	7	7	7	8	8	33.33	3.33
7.	Printing Press	1	1	1	1	1	1	1	1	1	1	-	-
8.	No. of employees	75418	79458	81643	83757	86994	89691	92851	100266	102440	109416	45.08	4.50

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

corporation slowly but steadily providing more and more transport facilities for the public. However it has no consistancys in the proportionate increase in the number of divisions, regional offices, depots with the increase in the staff position. It is observed that corporation has not shown a rapid growth but a slow and steady growth during period of decade.

2.2) STAFF POSITION OF MSRTC.

Staff position is one of the important indicator which shows growth & development of the corporation. Here the meaning of word 'Staff' is various types of employees appointed by the corporation. It includes Administrative officers, technicians drivers, conductors, etc. Table 2.2 shows various types staff and changes therein during the period of decade from 1980-81 to 89-90.

Table 2.2

It is observed that no, of staff at Central office increased from 685 in 1980-81 to 838 in 1989-90. Thus it shows total increase of 22.23% and annual increase of 2.23% during the period of decade. Further proportion of this staff to total staff is decreased from 0.90% in 1980-81 to 0.76% in 1989-90.

In case of No. of staff at Central stores it is decreased from 532 in 1980-81 to 451 in 89-90 thus it shows a remarkable decrease of 17.96%. Further proportion of this

Table 2.2

Staff Position of MSRTC. for the decade from 1980-81 to 89-90.

(Figures in Nos.)

Sr. No.	Particulars	80-81	81-82	82-83	83-84	84-85	85-86	86-87	87-88	88-89	89-90	Proportion to Total Staff (%)	Total INC/DEC (%)	Annual INC/DEC (%)
1.	Central Office	685	701	720	721	723	775	818	860	856	838	0.76	22.33	2.33
2.	Central stores & Kurla Store	532	581	580	580	610	603	587	538	524	451	0.47	-17.96	-1.79
3.	Central workshop	3147	3194	3132	3117	3104	3102	3112	3142	3092	3077	2.81	2.27	0.22
4.	Tyre Retreading Plants.	371	388	417	413	419	457	471	481	474	506	0.46	36.38	3.63
5.	Regions	70683	74594	76794	76926	82158	84754	87863	95245	97494	104544	95.54	47.90	4.79
Total		75418	79458	81643	83757	86994	89691	92851	100266	102440	109416	100.00	45.07	4.50

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

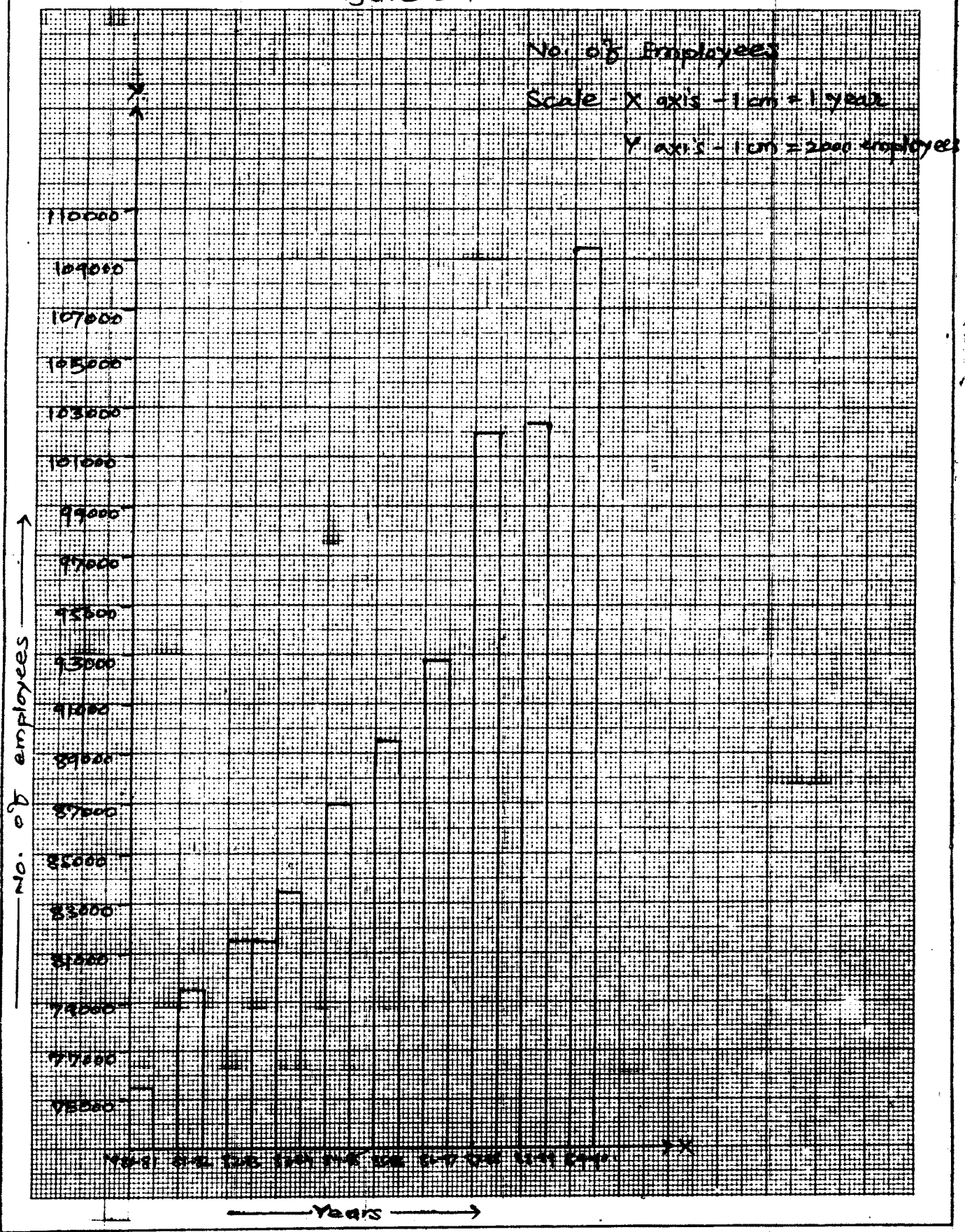
staff to total staff is also decreased from 0.70% to 0.41% during the said period. In the same way no. of staff at Central workshops is decreased from 3147 in 1980-81 to 3077 in 1989-90. Thus it is decreased by 2.27% during the said period. The proportion of this staff to total staff is further decreased from 4.17% to 2.17% during the said period. It indicates that corporation has been able to control manpower at these levels.

But in case of no. of staff at tyre retreading plants it is increased from 371 in 1980-81 to 506 in 1989-90. It shows total increase of 36.38% and annual increase of 3.63% during the said period. Further the proportion of this staff to total staff is decreased from 0.49% to 0.46%.

It is observed that most of the staff is employed at regions. The no. of regional staff increased from 73830 in 1980-81 to 104544 in 1989-90. Thus it shows a remarkable increase of 47.90% over the decade. Further the proportion of this staff to total staff is also increased from 93.72% to 95.54% during the period. Here Regional Staff includes all regional divisional staff and all other staff actually engaged with transport business.

The no. of total staff increased from 75418 in 1980-81 to 109416 in 1989-90. Thus it shows total increase of 45.07% and annual increase of 4.5% over the decade. Increased no. of staff clearly shows growth of transport business as well as corporations interest in providing more and

Figure 2.1



more service to the public,. This increase of decrease may also occur due to retirement, termination of services, resignation etc. These considerable changes in staff position can be remarkably seen from figure 2.1

2.3) OVERALL ACHIEVEMENTS :

The nationalisation of passenger transport was started in the year 1947. Gradually 100% nationalisation was completed in the year 1974. Table 2.3 shows overall achievements made by the corporation during the period of decade from 1980-81 to 89-90. Different indicators such as no of buses, daily vehicle utilisation, effective kms. operated and total revenue are used to judge these achievements. These indicators are taken from physical performance, mechanical engineering performance and financial performance of the corporation.

Table 2.3

It is observed that no. of buses held by the corporation increased from 972 in 1980-81 to 14160 in 1989-90. Thus it shows total increase of 54.38% and annual increase of 5.43% over the decade. Increasing no. of buses shows that corporation is providing more and more buses and thus transport facilities for the public. Further 54.38% increase in no. of buses has brought 74.26% increase in kms. operated and 253.61% increase in total revenue of the corporation. Hence increase in no of buses has proved to be fruitful for the corporation. Figure 2.2 remarkably indicates increased no buses over the decade.

Table 2.3

Overall Achievements of by MSRTC for the decade from

1980-81 to 89-90.

Sl. 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 INC/DEC
1.	No. of buses held (excluding from work-shop.)	9172	10028	10335	10273	10595	11042	11622	12569	13386	14160	54.38	5.43
2.	Daily Vehicle Utili-sation (In kms.)	252.1	253.1	248.4	253.7	257.6	263.9	273.5	277.8	288.1	280.1	11.10	1.11
3.	Annual Effective Kms. (In Crores)	73.51	79.94	79.79	81.94	86.7094.97	103.39	111.36	120.70	128.10	74.26	7.42	
4.	Total Revenue (Rs. in Crores)	209.99	288.14	33.24	364.46	402.45	452.21	51120	590.61	638.86	742.55	253.61	25.36

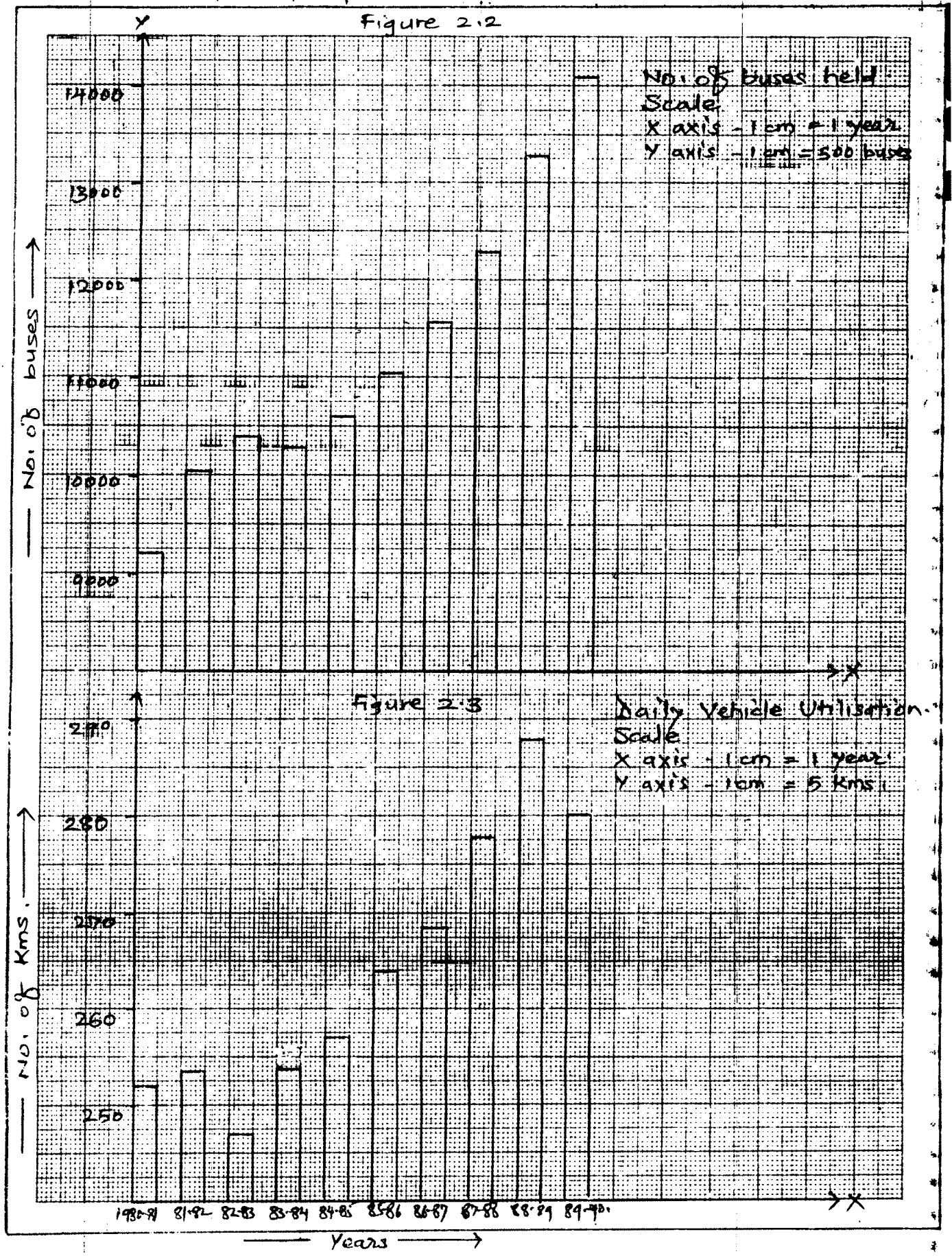
(Source-Annual Administration Reports of MSRTC from 1980-81 to 89-90.)

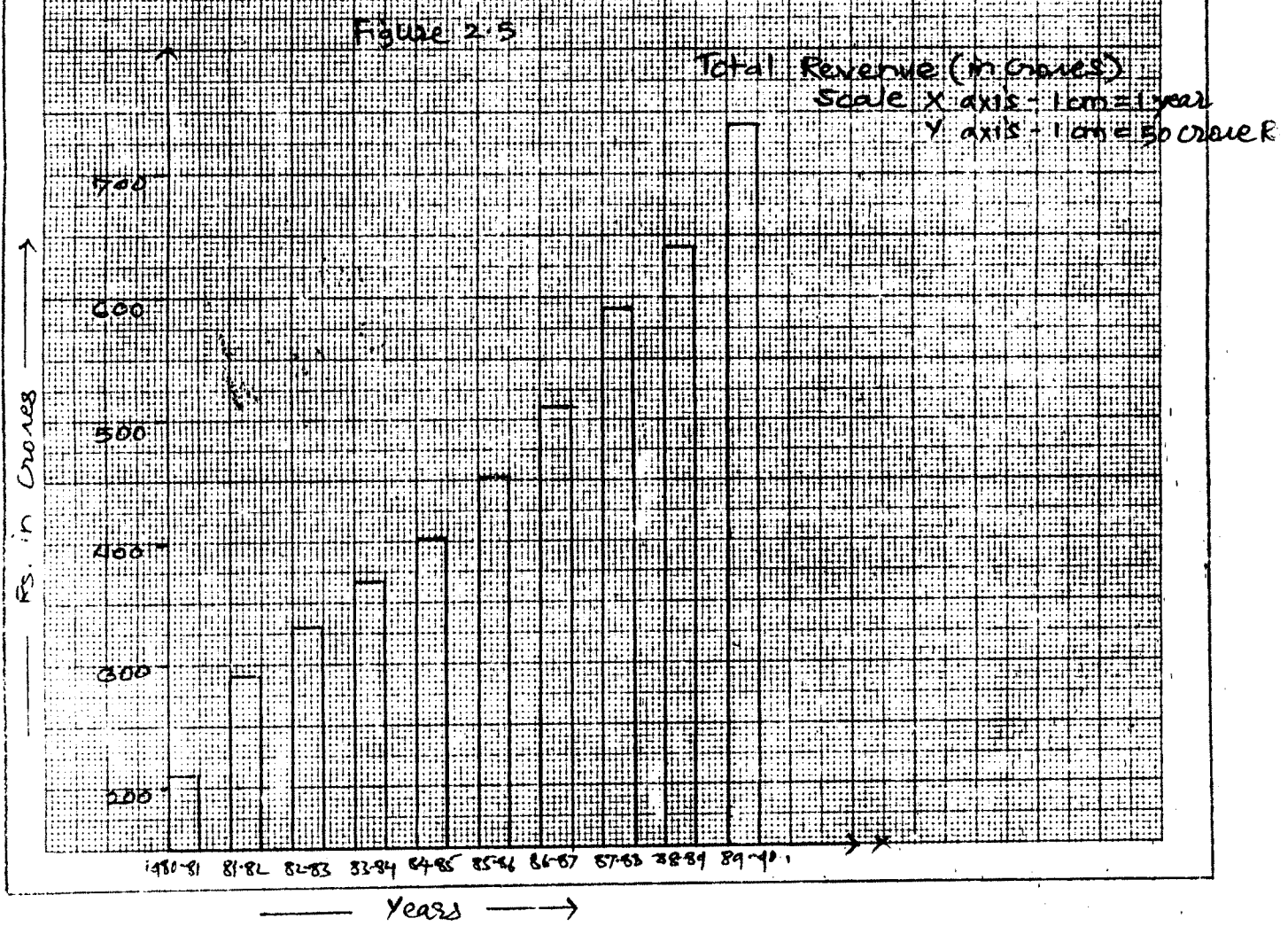
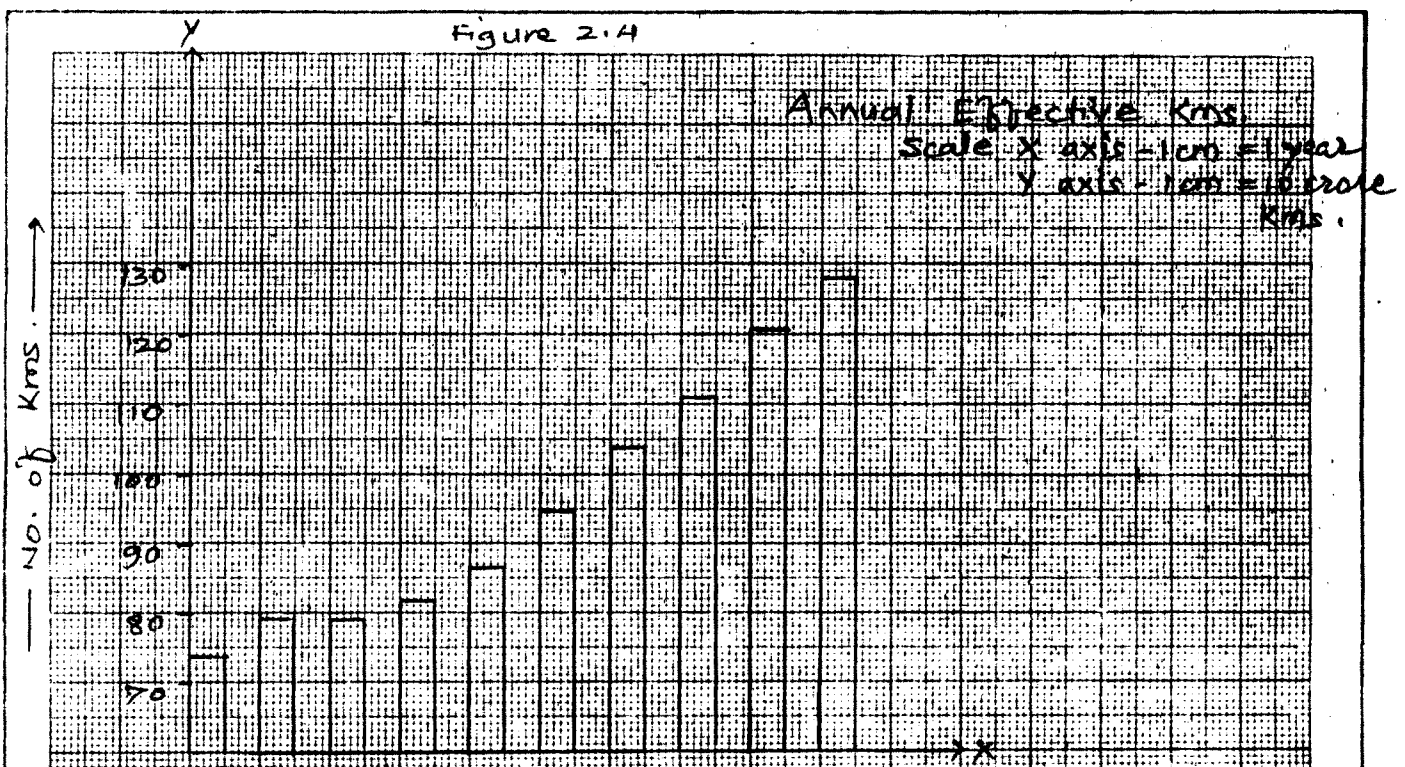
In case of daily vehicle utilisation, it is increased from 252.1 kms. in 1980-81 to 280.1 kms. in 1989-90. Thus it is increased by 11.10 over the decade. This indicates improving Mechanical Engineering performance of the corporation. This is why the kms p operated are increased by 74.26 during the said period. It means that corporation is making better use of its vehicles. Figure 2.3 shows improvement in vehicle utilisation for the period of decade.

In case of annual effective kms. it is increased from 73.51 crores in 1980-81 to 128.10 crores in 1989-90. Thus it is increased by 74.26% over the decade. It is observed that increased no. of buses and improvement in daily vehicle utilisation has brought up this remarkable increase in annual effective kms. Figure 2.4 indicates improvement in annual effective kms over the said period.

As far as total revenue is concerned it is increased from Rs. 209.99 crores in 1980-81 to Rs. 742.55 crores in 1989-90. Thus it shows total increase of 253.61% and annual increase of 25.36% over the period. Increase in no of buses and improvement in daily vehicle utilisation has brought up this remarkable increase in total revenue of the corporation. Increase in total revenue can be effectively seen from figure 2.5.

All these factors indicates expansion of transport services, better utilisation of vehicles, increase in productivity and thus overall and gradual development of





the MSRT Corporation.

2.4) REGIONWISE GROWTH & DEVELOPMENT :

Overall growth and development of the MSRTC. donot indicate clearly whether the corporation has made well balanced development or it has failed to do so,. Hence with a view to find out this fact it is essential to study region wise growth and development of the corporation. Various indicators such as number of depots, no. of bus stations, no. of buses, no. of employees, and no passengers carried are used for this purpose. Table 2.4 shows region-wise growth & developmentof the corporation over the decade from 1980-81 to 89-90.

Table 2.4

It is observed that in case of No. of depots, Region, Bombay is leading with highest mark of 66 depots contributing 31.42% of the total no. of depots in 1989-90. Further it is increased from 57 in 1980-81 to 66 in 1989-90 showing total increase of 15.78% and annual increase of 1.57 over the decade. Region Pune comes second with 56 depots contributing 26.66% of the total no of depots. Region Pune has shown total increase of 14.28% and annual increase of 1.42 over the same period. Region Nagpur stands third with 48 depots contributing 22.85% of the total no. of depots. It has shown total increase of 20.00% and annual increase of 2.00 over the decade. On the other hand region Aurangabad is lagging behind with the lowest

Table-2.4

Regionwise Growth & Development of M. S. R. T. C.
from the year 1980-81 to 89-90.

Year	No. of Depots					No. of Bus Stations.				
	A	N	P	B	Total	A	N	P	B	Total
1980-81	29	39	47	57	172	NA	NA	NA	NA	NA
81-82	30	40	49	57	176	NA	NA	NA	NA	NA
82-83	32	43	50	58	183	NA	NA	NA	NA	NA
83-84	32	44	52	59	187	NA	NA	NA	NA	NA
84-85	32	44	52	60	188	NA	NA	NA	NA	NA
85-86	33	46	52	61	192	73	92	136	128	428
86-87	38	46	53	65	202	80	95	141	133	449
87-88	40	46	56	66	208	83	97	145	133	458
88-89	40	46	56	66	208	85	99	148	134	466
89-90	40	48	56	66	210	89	100	149	135	473
Total Increase (%)	33.33	20.0	14.28	15.78	19.31	21.91	8.69	9.55	5.46	10.51
% to total Business.	19.04	22.85	26.66	31.42	100	18.81	21.14	31.50	28.54	100
Annual Increase (%)	3.33	2.0	1.42	1.57	1.93	4.38	1.61	1.81	1.09	2.10

(Table 2.4 continued)

Total No. of Buses				No. of Employees				No. of Passengers carried (overs)						
A	N	P	B	TOTAL	A	N	P	B	Total	A	N	P	B	Total
1627	2193	2852	3197	9869	11231	15522	19786	23504	70043	20.22	21.30	33.68	43.80	119.01
1617	2225	2912	3274	10028	11231	15522	19901	23504	70158	21.47	21.54	35.31	49.19	127.51
1677	2254	2925	3469	10305	11766	16325	20740	25144	73975	21.95	22.12	36.93	49.37	130.37
1800	2366	3173	3798	11137	12242	16709	21731	25873	76555	23.15	23.36	39.58	53.99	140.08
1835	2350	3273	3841	11299	12725	17235	23145	28326	81431	24.61	24.88	42.56	59.25	151.30
1937	2281	3205	4052	11475	12829	17902	23506	29819	84056	27.92	27.35	46.13	67.88	169.20
1970	2373	3347	4214	11904	13211	18237	24600	31167	87215	30.15	31.41	50.09	75.81	187.46
2303	2744	3927	4623	13597	14825	19972	26743	33705	95245	31.29	34.86	52.13	87.10	205.38
2368	2824	4219	4835	14246	15012	20909	27602	33971	97494	33.69	36.36	55.96	91.76	217.77
2489	3089	4344	5143	15065	16620	21993	29063	38868	106544	35.52	39.04	60.24	98.52	233.32
53.92	38.83	49.17	57.08	50.22	47.98	41.68	46003	65.36	51.86	75.66	83.28	78.85	124.93	96.06
16.52	20.50	28.83	34.20	100	15.59	20.64	27.27	36.48	100	15.09	16.73	25.81	42.22	100
5.39	3.88	4.91	5.70	5.02	4.79	4.16	4.60	6.53	5.18	7.56	8.32	7.88	12.49	9.60

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



no of depots i.e. 40 contributing 19.04% of the total no. of depots. But it has shown total increase of 33.33% and annual increase of 3.33% during the period of ten years.

In case no of bus stations information for the first five years i.e. 1980-81 to 84-85 is not available. At present Region Pune is leading with highest mark of 149 bus stations contributing 31-50% of the total no of bus stations. Further is shows total increase of 9.55% and annual increase of 1.81% over the decade. Region Bombay comes second with 135 bus stations contributing 28.54% of the total no. of buses. It shows total increase of 5.46% and annual increase of 1.09% over the same period. Region Nagpur stands third with 100 bus stations contributing 21.14% of the total no. of bus stations while it shows total increase of 8.69% and annual increase of 1.61% over the period of ten years. On the other hand Region Aurangabad is langging behind all other regions with the lowest no. of bus stations i.e.89 contributing 18.81% of the total no. of bus stations. It shows total increase of 21.91 and annual increase of 4.38% over the decade.

As for as no. of buses is concerned again region Bombay. is leading with highest no of buses i.e. 5143 in 1989-90 contributing 34.20% of the total no. of buses, Further it shows total increase of 57.8% and annual increase of 5.78% over the decade. Region Pune stand second with 4344 buses contributing 28.83% of the total buses it has shown total increase of 49.17% and annual increase of 4.91% over the same period. Region Nagpur

stand third with 3089 buses contributing 20.50% of the total no of buses. It shows total increase of 38.83% and annual increase of 3.88% over the decade. While region Aurangabad is lagging behind all other regions with lowest no. of buses i.e. 2489 contributing 16.52% of the total no. of buses i.e. 2489 contributing 16.52% of the total no of buses. Further it shows total increase of 53.92% and annual increase of 5.39% over the same period.

As far as no. of employees is concerned similar type of trend to observed over the decade. Region Bombay is leading with highest mark of 38868 employees (36.48% of total no of employees) showing total increase of 65.36% and annual increase of 6.53% over the said period. Region Pune comes second with 29063 employees (27.27% of total no. of employees) showing total increase of 46.03% and annual increase of 4.60% over the decade. Region Nagpure stand third with 21993 employees (20.64% of total employees) showing total increase of 41.68% of annual increase of 4.16% over the same period. On the other hand Region Aurangabad is lagging behind all others with 16620 employees (15.59% of total employees) showing total increase of 47.98% and annual increase of 4.79% over the same period.

The combined effect of all above factors shows similar aype of treand in case of no. of passengers carried. In this case region Bombay to leading with the highest mark of 98.52 crore passengers contributing 42.22% of the total passengers carried during 1989-90. Further it shows total increase of 124.93 and annual increase of 12.49 which is remarkable one.

Region Pune comes second with 60.24 crore passengers contributing 25.81% of total passengers carried. It shows total increase of 78.85% and annual increase of 7.88% over the decade. Region Nagpur stands third with 39.04 crore passengers contributing 16.73% of total passengers carried. It has shown total increase of 83.28% and annual increase of 3.32% over the decade. On the other hand region Aurangabad is lagging far away from others with the lowest no. of passengers carried i.e. 35.52 crores contributing 15.09% of total no. of passengers carried during 1989-90. Further it has shown total increase of 75.66% & annual increase of 7.50% over the decade.

It indicates that region Bombay is leading in all cases. It contributes nearabout 35% of the total transport business of the corporation. Region Pune comes second with 27% of the total business. Region Nagpur contributes 20% of the total business while region Aurangabad is lagging behind with only 17% contribution in total business. Thus corporation has registered steady growth & development but it has not made well balanced development. It has concentrated its a efforts more on Bombay & Pune region while it has neglected Nagpur & Aurangabad region. The corporation has an opportunity to concentrate its efforts on these weak regions for their upliftment.

DIVISIONWISE GROWTH & DEVELOPMENT

In the present study an attempt has been made to evaluate not only the Regionwise Growth and Development but also Divisionwise Growth & Development of M.S.R.T. Corporation.

The objective is to go further in detail in this regard. The following table gives information about the divisionwise growth and Development of M.S.R.T.C. as on 31st March-1990.

Table 2.5

The table indicates that there are 25 divisions in all under the jurisdiction the State of Maharashtra. These are different indication used for the evaluation. It includes no. at depots, no of bus stations, no at buses in each division. The table also gives information about no at buses per 10,000 sq.kms. and no. at buses per 1 lakhs population in each division.

As far as no. of Depots is concerned the Nasik division is leading with highest mark at 12 depots while Jalana division is lagging behind all other divisions with lowest mark at 3 depots. As far as no. of bus stations is concerned Satara division has got highest no at bus stations i.e. 33 and Jalana Division comes last with only 4 bus stations. While no. of buses is concerned palghar division is leading with 833 buses and Jalana division is lagging behind with only 196 buses . In all these indicators shows a mixed picture. These indicators doesnt show the efforts made by the divisions to expand its services, to provide more adequate facilities in terms of the area and the population of the division.

In order to find out this fact, real growth and development of division, certain other indicators like no of buses per

Table-2.5

Divisionwise Growth & Development of MSRTC as on
31st March-1990.

Sr. No.	Divisions	No. of Depots.	No. of Bus Stations.	No. of Buses (Including from workshop)	No of buses per 10000 sq.km.	No. of buses per 1 lakh popn.
1.	Ahmadnagar	11	27	674	345	25
2.	Aurangabad	7	22	504	566	36
3.	Amravati	8	15	499	408	27
4.	Bhandara	4	5	246	266	13
5.	Buldhana	6	14	419	433	28
6.	Akola	7	16	429	405	23
7.	Chandrapur	5	8	355	136	17
8.	Dhule	8	15	558	424	27
9.	Kolhapur	9	22	723	898	29
10.	Jalgaon	10	21	655	481	25
11.	Beed	7	15	415	374	28
12.	Latur	5	10	335	458	26
13.	Nagpur	7	15	526	529	20
14.	Nanded	8	18	492	411	25
15.	Nasik	12	30	813	524	27
16.	Osmanabad	4	12	285	379	28
17.	Parbhani	6	8	322	256	18
18.	Palghar	8	10	833	N.A.	N.A.
19.	Ratnagiri	7	16	613	743	46
20.	Raigad	7	19	578	809	39
21.	Pune	10	27	808	517	19
22.	Sangli	9	20	726	846	40
23.	Satara	9	33	703	670	34
24.	Solapur	8	20	718	478	45
25.	Sindhudurga	6	13	375	719	48
26.	Thane	8	11	718	N.A.	N.A.
27.	Wardha	4	9	195	309	21
28.	Yavatmal	7	18	420	309	24
29.	Jalana	3	4	196	265	19
		210	375	15073	-	-

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

10 thousand sq. kms and no of buses per 1 lakh population are used. The no of buses per 10 thousand kms. indicates divisions ability to provide more and more buses in the area under its jurisdiction. In this case the Kolhapur division is leading with highest no of buses that is 898 buses per 10,000 sq.kms. while Sangli division stands second with 846 buses. Raigad division stand third with 809 buses and Chandrapur divisions stands last with 136 buses per 10,000 kms. As the area under the Kolhapur & Sangli divisions is limited and plain, having adequate road facilities the no of buses per 10,000 sq. kms is more. On the other hand area under the Chandrapur division is more & is not plain, it is mostly jungle area and there are no proper road facilities. Hence the no. of buses per 10,000 sq.kms. are less than all other divisions.

As far as no of buses per 1 lakh population is concerned it indicates divisions efforts to provide more and more adequate transport facilities to the public. In this case Sindhudurga division stands first with 48 buses per 1 lakh population. Ratnagiri division second with 46 buses, Solapur division third with 45 buses and Bhandara division comes last with only 13 buses per 1 lakh population. Although the Sindhudurga division is leading in this case, the whole credit goes to limited area and limited population in this division which increases no of buses available per 1 lakh population. On the other hand area under area under the

Chandrapur Division and also population in the division is more which is double than that of Sindhudurga and hence no of buses per 1 lakh population in Chandrapur Division is less as compared to all other Divisions. There are other divisions like Pune, Ahmednagar, Yavatmal etc. Where both area and Population is more and hence they are not leading as far as these indicators are concerned.

: REFERENCE :

Annual Administration Reports of M. S. R. T. C.
from 1980-81 to 1989-90.