

CHAPTER - I

INTRODUCTORY

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INTRODUCTION

Roads as a means of communication assume key importance in the entire process of growth. In any country which is being opened up for economic growth, a good road network becomes an indispensable pre-condition for meeting the growing movements of goods and services and for raising the over all levels of consumption and distribution.

In India with over 70% of the population residing 5½ lakh villages, there is acute need of road network. Roads, by changing the character and intensity of land use, can exert a profound influence on locational decisions and in consequence can accelerate the rate of economic development in the direction of industrialisations, can be instrumental in efficiently transporting commodities from where they are produced to where they are consumed. Thus it will revolutionize the economic face of rural India with increasingly wide spread industrial diffusion and with increased gainful employment opportunities.

Thus, the provision of adequate cheap and efficient transport facilities is the 'Sine qua non' of India's economic development.

Efficient, convenient & service oriented transport is very necessary for the functioning of a developing economy.

The beginning of commercial motor transport in India can be traced to the year 1920, when the opportunity for its development was created by the Military vehicles rendered surplus after World War I. There was a rate-cutting competition among the private bus operators interse and between and railway transport agencies. By 1930, the large diversion of passengers from Railways to road, resulted in considerable loss of railway revenue. The question of rail-road competition was examined in subsequent years and with the coming into force of the Motor Vehicles Act in the year 1939, a beginning was made in the direction of creating fair conditions of competition and controlling the development of road transport along proper lines. The acceptance in 1946 of the policy of encouraging the formation of transport undertaking on tripartite basis, viz. private operators, the State Government and Railways was the next significant development. The latest development in Motor Road Transport is the formation of statutory

Transport Corporations, by certain State Governments under the Road Transport Corporation Act, 1948, subsequently replaced by the revised Act of 1950. ¹

Nationalisation of Road Transport :-

Road Transport was undertaken by State Governments, private operators and co-operative agencies, Since Independence, most State Governments have nationalised the bus transport system either completely or partially Taking all states together, nationalised bus services now account for about 40 percent of the bus services available in India. The State Governments were constantly attempting to nationalise more and more road routes. ²

There are currently, 57 state Road Transport Undertakings comprising a fleet strength of over 90,000

1. Meshpande R.A. 'A Report on the Working of the Bombay State Road Transport Corporation', Belguam, 1957 P.4
2. Gatt Ruddar and Sunderam K.P.M. 'Indian Economy', P. 652

buses, are catering more than 5 crore passengers every day. ¹

MAHARASHTRA STATE ROAD TRANSPORT CORPORATION :

BACKGROUND

Before 1957, there was Bombay State comprised of some parts of Gujrat, Western Maharashtra and some districts of the present Karnataka State. Prior to nationalisation, road transport in the State of Bombay was in the hands of hundreds of small operators spread all over the state. Inefficiency and the inadequacy of the road transport service in private hands, irregularity of service, overloading and rude behaviour to wards the public and less public amenities were some of the complaints against the private bus operators.

1. India '90,

(A reference Annual) compiled and edited by research and reference Division, Ministry of Information and Broad casting, Government of India, P. 613

The Government of Bombay State decided to nationalise passenger transport with a view to eliminating all these defects and difficulties. It was in August 1947¹, the State Government decided to nationalise the road transport and run the road services as a public utility. The objects of the scheme were two fold -

- i) Nationalisation with a view to increasing operational efficiency and utilisation of the profits on transport.
- ii) Co-ordination of existing transport services by road, sea and rail to secure maximum economy and efficiency and elimination of wasteful over-lapping.

There are two distinct stages in the development of State transport administration in Bombay State. Prior to the establishment of the Bombay State Road Transport

1. Deshpande R.A., 'A Report on the working of the Bombay State Road Transport Corporation', Belgaum, P.6.

Corporation Act of 1948. The Bombay State Road Transport Corporation started functioning from 8th December, 1949 ¹. It was subsequently replaced by the Act of 1950. This is the first public Corporation for nationalised road transport in Indian. ²

The road transport corporation made a small beginning with 35 vehicles running on 8 routes and covering 310 miles on 1st June 1948. The goods transport operations started in April, 1953 ³.

The Bombay State was bifurcated on 1st May, 1960 and a separate Maharashtra State was carved out. This needed the establishment of Maharashtra State Road Transport Corporation for the new state. Accordingly the Maharashtra State Road Transport Corporation was constituted on 1st July, 1961. ⁴

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1. 'Twenty five years of State Road Transport' Maharashtra M.S.R.T.C., 1976 P.7
 2. Deshpande R.A., Opcit, P.8
 3. Administration Report, M.S.R.T.C., 1989-90 P.1
 4. Joshi, Laxman Shastri (Ed.) 'Marathi Vishwakish' Khand 13 (Volume -13) P.8

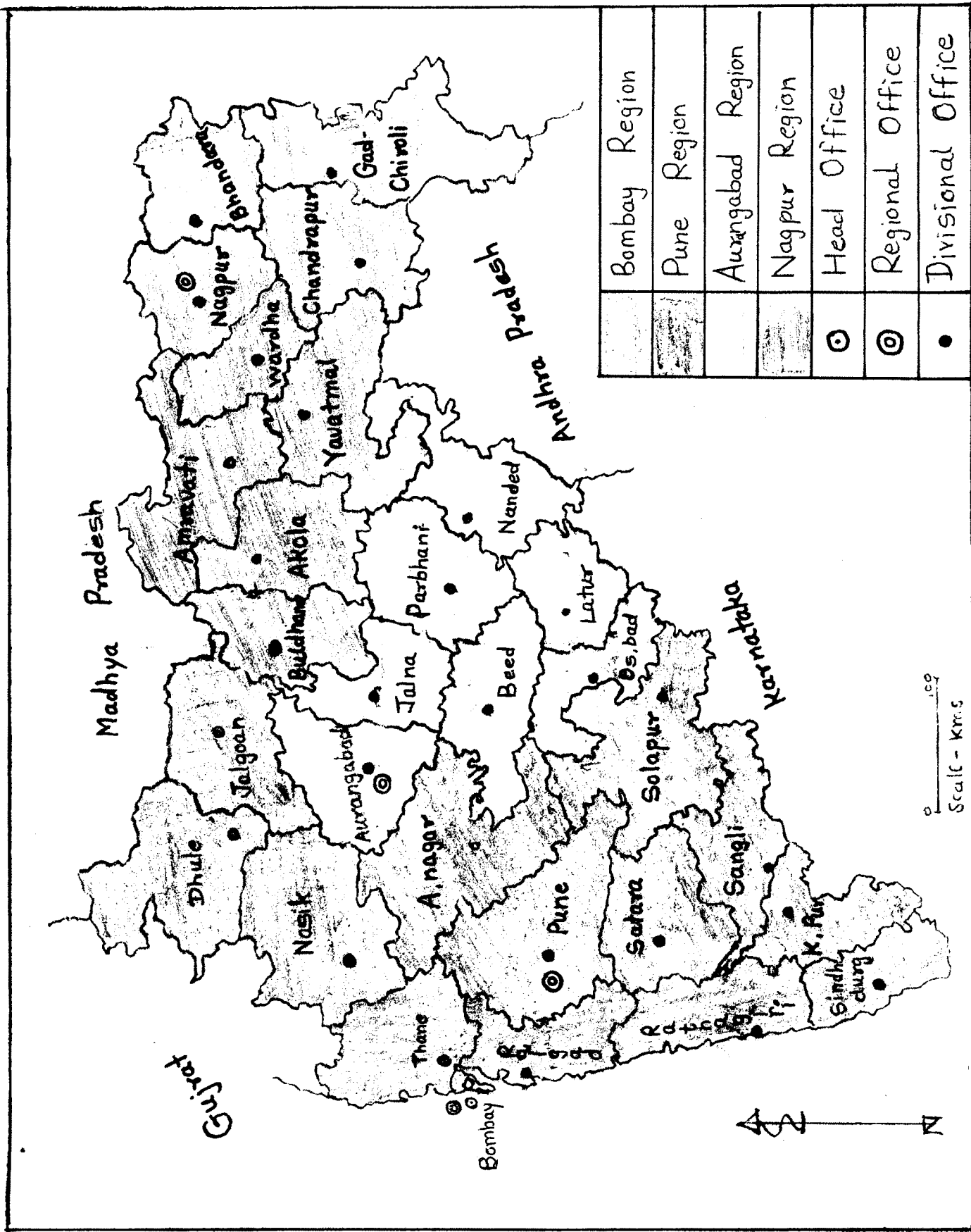
Passenger transport of the Corporation was completely nationalized in 1974. In the Vidarbha and Marathwada regions the passenger traffic was in private hands. After their total merger with the Western Maharashtra, the passenger in these regions also was nationalised and brought within the purview of the Maharashtra State Road Transport Corporation.

At present it has a fleet of over 15,000 buses plying on 17,000 routes and carrying over 65 lakhs passengers every day. The Corporation has in all 1,09,416 employees belonging to different categories. This corporation has, at present become one of the largest corporations of its kind in Asia.¹

The Head Office of the Corporation is located at Bombay. For the efficient and convenient operation the corporation is divided into four regions : viz -

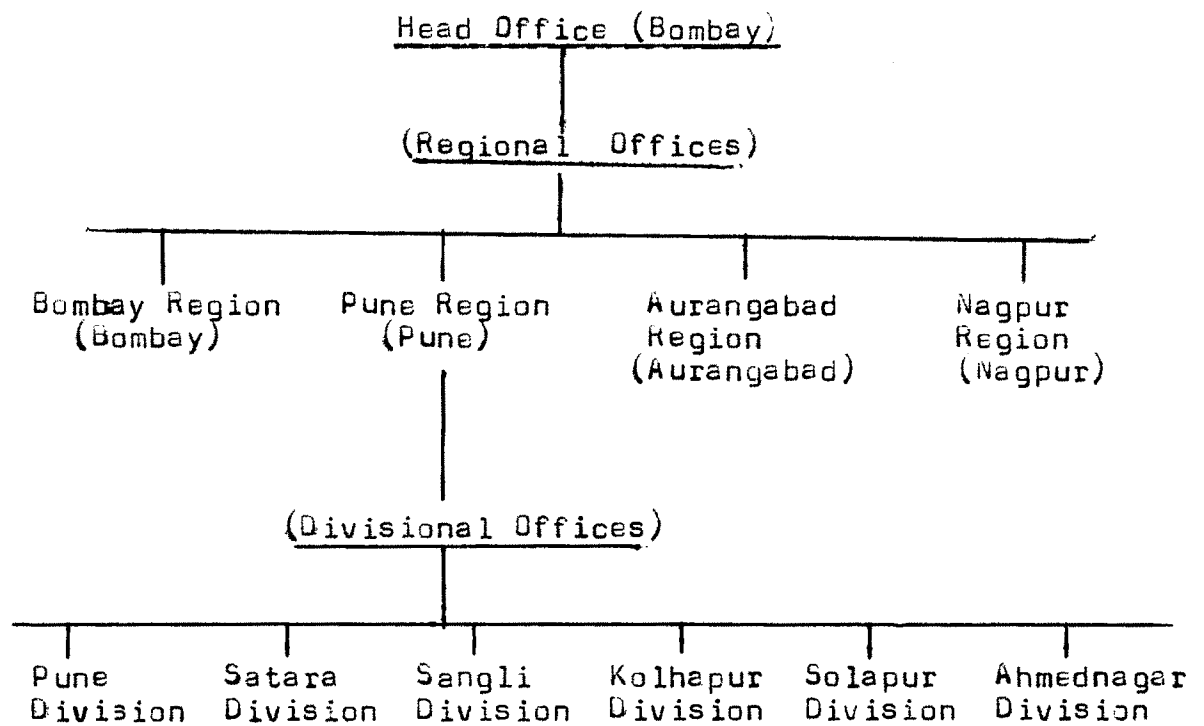
i) Bombay, ii) Pune, iii) Aurangabad, iv) Nagpur

1. Joshi, Laxmanshastri (Editor) 'Marathi Vishwakosh'
Khand - 13 (Vol. 13) P.9



○●	Bombay Region
○—	Pune Region
○	Aurangabad Region
○/	Nagpur Region
○●	Head Office
○—	Regional Office
●	Divisional Office

The Pune region comprises of the following divisions - 1) Pune, ii) Satara, iii) Sangli iv) Kolhapur, v) Solapur, vi) Ahmednager (vide Chart. No.)



(Source : Administration Report of M.S.R.T.C. 1989-90)

Thus the operation area of the Maharashtra State Road Transport Corporation, cover whole of Maharashtra State. Naturally, the Corporation has appointed a very big team of personnel. Smooth efficient working of the corporation depends upon the quality and quantity of the personnel. Thus the study of the personael constitutes an important factor in the successful operation of the corporation.

This study proposes to examine various facets of the personnel administration. Personnel Administration covers various factors such as recruitment, selection, appointment of the personnel and promotion, training etc.

The area of operation of the Maharashtra State Road Transport Corporation covers, as noted above, whole of Maharashtra State and it has a large personnel. Thus it has warranted to make this study manageable. This study, therefore, has been confined mainly to the Solapur Division, a constituent part of the Pune region of the Corporation. For further detailed study two depots viz. Solapur and Pandharpur have been selected.

The staff of the corporation consists of administrators, technicians, running staff and clerk, etc. The staff belongs to different classes namely Class I, Class II, Class III and Class IV (See Table)

S.No.	Class	Staff as on 31.3.90
1.	Class I	170
2.	Class II	745
3.	Class III	92,990
4.	Class IV	15,511
TOTAL :-		1,09,416

(Source : Administration Report of M.S.R.T.C. 1989-90)

In Solapur division the break up of the various categories of staff is as follows :-

S.No.	Class	Staff as on June,1992
1.	Class I	02
2.	Class II	22
3.	Class III	4169
4.	Class IV	0636
TOTAL :-		4829

(Source : Office Record, Personnel Branch of the Solapur division)

The total number of persons working in the Solapur Division of the corporation, at present is 4829.

The Sample is selected on random principle. The sample in general, is 5% of the total personnel. While selecting the sample various categories of staff have been taken into account.

The Categorywise sample is as presented in the table given below.

Sr.No.	Section	Class	Sample
1.	Divisional Office	Class I	01
		Class II	10
		Class III	43
		Class IV	11
			<u>65</u>
2.	Divisional work shop	Class I	01
		Class II	01
		Class III	46
		Class IV	07
			<u>55</u>
3.	Solapur Depot	Class I	02
		Class III	61
		Class IV	07
			<u>70</u>
4.	Pandharpur Depot	Class II	01
		Class III	51
		Class IV	08
			<u>60</u>
Total Sample			250

A questionnaire was administered to various personnel concerned. Their response, on the whole, was satisfactory. However, in the beginning the researcher has to face certain difficulties for obtaining permission from the authorities and getting response from the respondents later on, the process was smooth and responsive.

Besides the questionnaire the researcher interviewed officers and various union leaders. Relevant books, journals, reports, news papers, relevant acts and rules and regulations were consulted (The details are given in the Bibliography).

SCHEME OF THE DISSERTATION :

The dissertation is divided into a suitable number of Chapters. It contains 9 chapters. The broad details are as follows :-

CHAPTER - I Introductory :-

The chapter points out the importance of road transport and the central role of Maharashtra State Road Transport Corporation in the field of passenger transport in Maharashtra State, It discusses in brief

the genesis of this corporation. Out lines the methodology followed in this dissertation.

CHAPTER - II Solapur City and Solapur District.

The M.S.R.T.C. operates mainly throughout Maharashtra State. This dissertation studies personnel administration of M.R.S.T.C. in general and that of its Solapur division in particular. Hence it is quite pertinent to know in which set-up, economic, geographical, cultural, the Solapur division carries out its operations and its personnel have to discharge their duties. Therefore, the set-up of Solapur district and that of the city of Solapur have reviewed in brief.

CHAPTER - III Transport.

In this modern age transport is occupying a strategic position in the economic development of land and welfare of the people. There various competitive modes of transport. Road transport is one of the major components. The establishment of M.S.R.T.C. is discussed and its historical background traced in detail.

CHAPTER - IV Personnel set-up of M.S.R.T.C.

As this study focusses its attention on personnel administration of M.S.R.T.C., it is necessary to know in detail about the personnel set-up of M.S.R.T.C. This chapter describes the personnel set-up from the apex level to the divisional level.

CHAPTER - V Personnel Administration

The study needs theoretical background of personnel administration. Hence various theoretical aspects of personnel administration are discussed in this chapter.

CHAPTER - VI Personnel Administration in the context of M.S.R.T.C.

On the basis of the theoretical background of personnel administration, the personnel administration in M.S.R.T.C. is revised in detail.

CHAPTER - VII and VIII Personnel Administration
M.S.R.T.C. : Solapur Division
(Part I and II)

The questionnaire was circulated to the employees of Solapur Division of M.S.R.T.C. The sample was chosen on

random basis. The replies given to various questions pertaining to the aspects of personnel administration are analysed in these two chapters.

CHAPTER - IX Conclusions :

The conclusions of this study are summarised in this chapter.