CHAPTER -VI

CONCLUSIONS AND RECOMMENDATIONS

This chapter concludes the study. An attempt has been made to draw appropriate conclusions. Necessary recommendations have been made regarding the issues which have emerged during the course of investigation and study to improve the organisation and management of H.R.T.C. in view of its output as a transport system.
6.1. SUMMARY AND CONCLUSIONS:

We are standing at the anvil of the 21st Century. Since the last lag of 20th century we have been experiencing that the participatory role of the government in the economy of the State is diluting. Winds of liberalisation are taking into spate all economies of the world. India is no exception to it. Disinvestment process of public sector is on. There is deregulation and expansion of foreign trade. The privatisation and deregulation of domestic industry is in process. Government is making reduction in government subsidies and calling time and again to be prepared for hard decisions in future. On the other hand, the population is growing, urbanisation is increasing, technological change is targeted, communication and computer network has reduced the globe to a village. All these factors mounts a pressure on the transport sector to accommodate them now and in a time to come.

Transport continues to be a key and dominating infrastructural input for socio-economic development. It is an important element of public utility. It provides maximum economic, social, cultural and political benefits to the society and like human legs which make the whole mechanism mobile. Primitive men moved from place to place only for food and protection and did not travel without any purpose in mind, but the complexity of modern life provides endless reasons for movement of people, goods and services etc. The entire system of modern living rests on the modern means of transport.

Road Transport is one of the most promising and potent means, suitable for short and medium distances. It provides basic infrastructure for bringing the majority of people, who are living in far-off villages into the mainstream of national life by connecting them with different places.
It offers a number of advantages such as flexibility, reliability, speed and door to door service, besides supplementing and increasing the efficiency of the other modes of transport. It has a vital role in the opening up of interior and remote areas and is relatively cheaper and less capital intensive.

Passenger road transport is a service or a public utility for a person to move frequently from some place to a destination by choosing a mode of road transport.

The passenger traffic is mainly carried through the State Transport Undertakings (STUs). State participation in passenger road transport was introduced in 1950 with a view to provide adequate, economic, efficient and well coordinated transport services to the people. Up to 1991, fifty six STUs comprising a fleet strength of over 99,738 buses, which were catering 5.36 crore passengers everyday. This has risen to 71 STUs owing 1,13,370 buses, which were catering 6.40 crore passengers every day during 1996-97. Bus transport is the life line of the country and contributing to the social, economic and industrial development of the country. Bus operations in India has been regulated by the Motor Vehicles Act and Rules laid down by the union/state government.

Himachal Road Transport Corporation is an organisation providing passenger road transport service to the general public under the ownership of state government and is established under section 3 of the Road Transport Corporation Act, 1950 on 2nd October 1974. Therefore, it falls under the meaning of State Transport Undertaking. Moreover, the capital contribution is of the State and the Central government and it constitutes the direct ownership of the government and termed as Public Sector unit i.e., a State Level Public Enterprise.

Need of studying H.R.T.C. arises because it is one of the important State level public undertakings, without which the economic activities
within the State will standstill. It is the most vital component of the States economy. Himachal being a hilly terrain, where the roads are continually climbing and descending has no other modes of mechanised transport such as railways, airways and waterways or which are almost negligible in the Pradesh. Himachal exhibits critical dependence on road transport for economic, social and industrial growth. Roads connect the production areas with the market centres, supply of essential commodities, marketing of horticultural production and optimum utilisation of various potentials at remotest areas whether for tourism and hydro-electricity power potential. Moreover, Himachal is a industrially backward State, operation and maintenance of well geared transport machinery becomes prerequisite for industrial growth and economic prosperity.

The organisation and management of road transport in general and H.R.T.C. in particular is influenced by multifarious factors. To evaluate it in its totality, system perspective is to be chosen to apply. As it recognises the ever changing environmental factors.

A system is an integrated whole, where the elements are arranged in a definite pattern to achieve the desired objectives. Its objectives and resources form the inputs of the system whereas the performance of an organisation becomes its output. The other systems and sub-systems, different from the system in reference form an environment and interact with it constantly. The deficiency between the objectives and performance is taken back to the system in the form of input through a feedback mechanism. The inputs, processing, output and feedback are the basic elements in the operation of a system. The basic requirement of a system is its survival and maintenance. The performance of a system is constrained by the nature of its environment. Environment has a dominant role to play.
Initially, Ludwig Von Bertalanffy made the thermodynamics of irreversible process as the theoretical ground and an apparatus for the development of the 'theory of open system'. Later this perspective found its way and was applied in social sciences like sociology, political science, public administrative and management etc. Here, we try to search and review the application of system concept in transport sector and identified the same as a transport system. Prof. G.M. Andovan viewed that system approach to transportation should take into account the total aspect of transportation and all available transport facilities should be integrated and coordinated to achieve a balance. Marvin L. Minheim, based his analysis on two basic premises that the total transportation system of a region must be viewed as a single multimodal system, and consideration of the transportation system cannot be separated from consideration of the social economic and political system of the region. Dr. R.R. Khan developed a system approach model for transport system. David Stewart defined transport system as a planned network of transport facilities. Dr. Desai Panduranga Rao revealed trends in Indian Transport System. P.G. Patankar considered transportation system as an action of four agencies. The operator, users, society and the government. S. Sriraman argued in favour of System approach to the transportation planning process. R.K. Arora and Som Dutt Dadheech considered electronics and information technology as a most dominating element of a transport system and to be included in the list of inputs of a system. T.S. Reddy emphasised upon the Transport Management System.

A review of literature concerning system approach suggests that system approach has emerged as a comprehensive analytical model to analyse organised process in social sciences. Here, in this study, system approach is applied to analyse the organisation and management of road transport in Himachal Pradesh- a study of H.R.T.C.
Further, the concept of transport system is operationalized and applied here to study H.R.T.C. as an open transport system. Economic, Social, Political, Legal, Technological, and Ethical elements constitute the external environment of a system. The demand and support mechanism constitutes the inputs of the system. Demands include objectives, resources, and the external environment. Support is provided by shared resources and related institutions and organizations.

The internal environment is comprised of working conditions, work culture, or organizational climate of the organization. The authority structure and operational machinery form the processing mechanism of this organization. The processing mechanism transforms inputs into concrete performance which is termed as output of H.R.T.C., an open transport system. The output is in different forms—Physical Performance, Financial Performance, Quality of Service, Commuters/Passengers satisfaction, and developed resources. The shortcoming in any of the outputs is feedback to the system by feedback mechanisms, which is again recycled through the transformation process or inputs of the system. Feed forwards is a new element of a system. It also refers to the process of communication both formal and informal, conveys the achievements of the system as achievable and guides them for standardization.

The environmental factors have a profound impact on a system. H.R.T.C. is a subsystem of a larger social system. The environment consists of all those factors which are not part of H.R.T.C. but influence the functioning and performance. H.R.T.C. is an open transport system and has two-way interaction between an organizational system and its environment. The environment of H.R.T.C. consists of economic, social, political, administrative, technological, etc. The economy of Himachal Pradesh is mainly dependent on agriculture and its allied activities. It shows
potentialities for growth and development in different areas but in accessibility of the area is the main cause of concern. Roads are the foremost infrastructure facility for economic growth in the State, which in turn is necessary for transport development.

Social considerations do have impact on a system. As H.R.T.C. being a public sector undertaking fulfilling the constitutional obligation of social accountability to the masses. It shall have to adhere to the social policy of the State. There is an increase in free and concessional passengers. Ecological norms are to be honoured. It provides service to the people of different cultures on different occasions. This also function as an environmental constraint and influence the output of the system negatively.

Political considerations define the legal and otherwise governing parameters in which system must or may wish to operate. Political forces are both limitation and a benefit to the system as it depends upon the political stability, ability and attitude of political bosses and political will too to bring any change in the system. The issue of privatisation and undercoming the interest of H.R.T.C are the matters of great concern.

In transport sector technology plays an important role. The effective service is based on good buses improved information communication and electronic technology. The deficiency in the adoption and absorption of modern technology hampers the efficiency of H.R.T.C.

A rapidly increasing population in India and Pradesh shall increase demand for transport service. The government encourage labour-intensive methods of production. Cheap labour and growing market have encouraged many multinational corporation to invest in developing countries but the transport sector of the Pradesh has not attracted anyone yet. It is the hydro electric power sector, which has invited their attention for investment. It will also increase the transport network in the State.
H.R.T.C. connects remote corners of Himachal Pradesh having altitude ranging from 1000 feet to 17,500 feet above the sea level. Its operations are affected by the kind of terrain and topography within which it functions. The difficult terrain characterised by difficult gradients, kuchha and rough roads vis-a-vis dispersed population increases the cost of operation. The operational conditions in H.P. are not at all comparable to any other STU. In view of the terrain, cost of HSD and stores and accessories are higher because of greater wear and tear as compared to other STUS.

In these environmental factors which are beyond the control of H.R.T.C converts the inputs into outputs. The inputs of the system are the Demands and Support. Demands constitutes of objectives, external environment and resources. It shall work towards the conscious devotion to duty and humble service. The external environment of the corporation also works as input, because the volatile environmental factors affects the corporation and inturn the corporation affects the environment in terms of its output. It has different kinds of resources viz., Physical, Financial, Human and Management. It also shares some resources with other agencies like roads, bus stands, water, electricity etc. The system seeks support from a support system which is comprised of Planning Commission, Law Commission, Ministries of GOI, Transport Bodies, Associations, Institutes, Committees and working groups on transport.

These inputs are driven into the processing unit of H.R.T.C. which includes authority structure and operational structure for transformation. The administrative set up of the H.R.T.C. consists of a 'Corporate Board' at its apex. But the Board occupies usually a lower place if the State Govt. is taken into picture. Therefore, it is being termed as authority structure. Operational structure is largely concerned with the actual execution of the policies and plans formulated at the top level. There is
one corporate office, 4 Divisions, 2 Divisional Workshops, 23 Depots, 3 Body building units and 4 civil cell (construction) woven into three tier structure.

An individual, group(s), informal organisation, work culture, interpersonal relationship, situational factors, desires and needs of an organisation, management, employees unions, the relationship of employees with their authorities and their level of satisfaction etc., are the elements which constitute internal environment. These environmental factors mould the inputs before they enter into processing zone and transformation begins for their conversion to outputs.

The review of performance of H.R.T.C. is made in terms of its outputs, impact on outputs and feedback through public opinion.

The physical output is analysed with the help of Fleet Utilisation, Vehicle Productivity, Bus Staff Ratio, Staff Productivity, Fuel Efficiency, Occupancy Ratio and Load Factor. The first parameter, fleet utilisation shows an upward trend since 1974-75 to 1998-99. It was 97.4% during 1998-99 which is on the higher side in comparison to Rural, Hill, Urban and Total STUs fleet utilisation. The second parameter of vehicle productivity (per bus held per day) shows fluctuating increase till 1994-95, whereas bus staff ratio (on fleet operated) declined from 5.69 to 4.69 because of the scarcity of running staff and the specified ratio required per vehicle is never up to the mark. The next parameter of staff productivity (Kms. per worker per day) shows an increase of 4.24% per annum which is greater than the percentage of other STUs. The fuel efficiency has improved from 3.2 to 3.47 in a span of 24 years. Occupancy ratio has decreased from 69.61 to 59 in the last ten years, which has also contributed to the losses in H.R.T.C. The overall physical performance of H.R.T.C. is satisfactory.
The Financial output is analysed on the basis of three parameters including capital structure, cost structure and revenue structure. Capital Structure shows the inflow and outflow of funds, capital mix. It is being that in order to maximise the profit, cost should be reduced. The cost is classified on the different basis to see its impact and manages to bring it under control. The constituting elements of total cost are personnel, material, interest, depreciation and miscellaneous one. Total cost is also classified as operating and non-operating, fixed and variable. Personnel cost like fixed cost remain fixed and may further increase but only variable cost may be reduced to minimise the cost. Revenue results from the sale of service in the organisation. Main sources of revenue of a passenger transport organisation is mainly through operating revenue or traffic receipts but marginally it also comes from non-operating revenue also. The cost and revenue have been matched to judge the operating profit of the corporation but mainly it has generated a loss.

The quality of service is judged through regularity, punctuality, rate of breakdowns, rate of accidents, percentage of cancellations to scheduled kilometres and customers complaints per lakh of kilometres. H.R.T.C. stood at the lowest side in comparison to Rural, Hill-region, urban and total STUs figures, that means the quality of service provided by H.R.T.C is better.

The commuters/Passengers satisfaction is judged from the analysis of questionnaire framed for them to know their attitude concerning various parameters. The parameters analysed in quality of service with operational orientation have also been analysed with customer orientation, which reveals that the passengers are not satisfied with the regularity, punctuality, alternative arrangements made after breakdowns, accidents, overall physical condition of buses, basic public conveniences, utilities and amenities provided at the bus stands etc.
Further it is observed that H.R.T.C. is managing to provide quality service but that too marginally.

The congruency between inputs and outputs cannot be achieved because there exist gaps between them. Objectives being the basic plans are related to all the parameter of output but the apathy is that most of the functionaries of the corporation are not conversant with the objectives of H.R.T.C. Whereas in an era of consumerism and opening up of economy because of which organisations are becoming global every functionary of the organisation should know and differentiate between Mission, Objectives, Goals and Targets. Otherwise the work and efforts put forth by these functionaries or employees is of no use or most wasteful. Further, external environment factors affects the transport system and in turn is being affected with that but here the corporation is not able in keeping pace with these volatile environmental factors and it functions as an external constraint to the system. Resources are also limited and scarce and these are not able to cope with the increasing demand of the system and expectations of the commuters/passengers. The support mechanism of the system can only be effective if the basic edifice of the system is functioning effectively without creating gaps between inputs and outputs. The support mechanism is there but the corporation is not able to draw proper support from the mechanism. Hence, the system is functioning with external as well as internal constraints. Commuters/Passengers are dissatisfied, employees are dissatisfied, corporation is not able to generate profit since its inception.

6.2 RECOMMENDATIONS:

The holistic approach has evolved so many gaps and constraints in the system, which certainly needs improvement and proper diagnosis. Hence some suggestions and recommendations are made here to
improve upon the organisation and management of H.R.T.C.

1. The physical components of road passenger transport viz., The way, vehicles, Motive Power and Vehicle selection are to be looked upon in one perspective and coordinative efforts are to be made to keep them together.

2. Structure and control of road passenger transport industry should be such, so that it maintains balance between the STU and private operators. The conflicts and problems amongst them are to be resolved properly so that customers should not feel exploited and get service as per their choice.

3. The academic studies, published or unpublished are to be taken care with so that the efforts made by the researcher don't go futile. A linkage between university and industry is to be established.

4. The organisation and management of H.R.T.C. needs a change with professional orientation. It is working as a government department instead of a commercial organisation following management principles and practices.

5. Since the year 1975, H.R.T.C has a three tier structure. It should continue to have the same keeping in view the geographical conditions of the state.

6. Expertise and professionals should be preferred at key posts. The Boards constitution should be balanced and should give equal representation to politicians, bureaucrats, academicians and professionals. Balanced approach in the functioning of the corporation is to be adopted. Managing Director of the Corporation must be a professional instead of being an IAS officer. The Financial Manager must be Chartered Accountant (ACA/FCA) and for running the day to day administration there is a need of company Secretary (ACS/FCS) although H.R.T.C. is not incorporated under Indian
Companies Act, 1956 but a corporation constituted under The Road Transport Corporation Act, 1950.

7. The tenure of the office of the Managing Director and Board of Directors should be clearly defined. It will make them more stable and independent to take decisions. Now they hold office at the mercy of the government, and they have to act according to the wishes of their masters.

8. The top level i.e. the corporate office level or Head Quarter of H.R.T.C. is heavy. It needs proper rationalisation by fixing some norms.

9. The divisional offices of H.R.T.C. headed by the Divisional Manager work more or less as a channel between the corporate office and the Regional offices. Their role is to be widened and they should be formed independent responsibility centres (investment, cost and profit centres).

10. The reorganisation of divisions may be done to improve the administrative and operational efficiency of H.R.T.C. and to exercise proper management control. These may be increased from 4 (four) to 6 (Six) i.e. Shimla covering districts of Shimla and Kinnaur, Solan covering Solan and Sirmaur, Hamirpur covering Hamirpur and Una, Dharamsala covering Kangra and Chamba, Kullu covering Kullu and Lahual & Spiti and Mandi covering Mandi and Bilaspur districts.

11. The regional unit (depot) is a key operating unit. There are 23 depots in H.R.T.C. These may also be reorganised and increased to 24 and 4 depots are to be placed under each division. There is a need to pay more attention to depots instead of head office. The operating level is to be diversified and broadened so that proper transport services are generated for the benefit of public.
12. The organisational structure of H.R.T.C. has been prepared without any rationale followed by frequent changes incorporated from time to time. This should be strictly according to the positions and posts shown in H.R.T.C. (Class I, II, III & IV). Service Recruitment, Promotion & Certain conditions of Service Regulations, 1996. More concerning is that where individuals interest is prevailing upon the interest of the organisation which should not be allowed to prevail.

13. There is a need to establish personnel department and public relations department. The first will take care of employees and the second one of the prospective customers, established customers etc.

14. Management of the corporation should be dynamic and prompt decision taking body. The decision making powers in the corporation rests with the Board of Directors and with the Managing Director. But they do not meet frequently and after a lag of time. This meeting should be called twice in a month or the powers should be decentralised to the lower level, so that decisions are taken quickly for the efficient functioning of the corporation.

15. The environmental factors have a profound impact on a system. There is a need to improve the political environment of the corporation. Quite a few political persons are directly linked. Chairman of the corporation is Transport Minister, Vice Chairman is another political person and fairly good representation of political persons are there in the Board. If the change of Govt. is there the whole of the configuration changes. Instability and vacancy prevail upon some time. This practice is to be discouraged and fair and equitable representation is to be made in the Board. Further, because of such a big political representation amounts to political
interference pertaining to recruitment, promotion, transfers and different day to day matters of the corporation. Today there is a need of exercising restraint by the politicians and have to develop a vision keeping in view the long term perspective in mind, so that a strategy is being formulated to tackle with the problems of an organisation.

16. The pressure groups are more aggressive and demanding politically thereby influencing the H.R.T.C i.e., single private operators through their association and big fleet owners through their being big are influencing the government and wants to act it according to their wishes. The political climate also seems to be favouring them. This should not be practised as such because H.R.T.C is an established organisation with a proper infrastructure and able manpower where as private operators are not properly organised but strongly associated. The day may come that the interest of H.R.T.C will marginalised and the private owners will reign the show. They will be in a position to paralyse the whole transport system of the state. Hence, the government should not scumb to their wishes. A level playing ground should be provided to both i.e., to H.R.T.C and Private operators.

17. The capital contribution from central government and financial support from State government should continue to H.R.T.C. because it is the need of growing economy which dictates additional transport services and in the absence of any other mode i.e., railways, burden on bus services increasing particularly in remote and tribal areas where only H.R.T.C. has to ply. Moreover, the interior and tribal areas in Himachal which border Chiria need to provide a sustained transport system thereby increase in burden. There is also
reluctance on the part of the private operators to operate on unremunerative routes thereby H.R.T.C. has to provide minimum service.

18. The grant of stage carriage permits in excess of actual requirement has created an imbalance in the operation of transport activity in the State. It has an adverse effect on the physical and financial output of H.R.T.C. The excessive privatisation is to be curbed and tackled properly by drawing policy guidelines so that RTO's do not work at their whimsical ways. A coordinative and cohesive environment is to be created for proper planning otherwise cat may be out of a bag.

19. H.R.T.C being public sector unit is plying its services with social motive, consequent upon that there is an increase in concessional and free passengers. Whereas private operators don't have such motive in their perview. It is to be quantified properly to the extent possible and is to be reimbursed by the State government to H.R.T.C regularly.

20. In a transport sector technology plays an important role. The modern advanced technology saves time and increases efficiency. Better technology should be incorporated and absorbed by the corporation. As the effective service is based on good buses, improved information, communication and electronic technology.

21. A prospective plan is to be made as per census 2001 to cope with the future needs of the passengers within and outside the state.

22. The administrative machinery is to be revitalised so that as an advisory body, it gives proper counselling to the government to draw better policies and then to execute the same in letter and spirit. The cooperative, healthy, coordinative, pragmatic attitude of administration is needed at all stages.
23. The internal working of H.R.T.C. also need reforms. At the lower level workers and employees are loyal, the work for the organisation but get discouraged when they do not get proper leadership and direction from seniors. There is a non-professional approach. It functions more as government department than a commercial organisation. There is lack of planning. Organisation climate is not healthy due to poor work culture. All these are to be curbed with the formulation of proper strategy. The managers should inculcate leadership qualities, should set an example before subordinates. Innovative ideas and techniques are to be incorporated, should attend regularly the training and other programmes organised at CIRT Pune. Formal and informal organisation is to be preferred with distinction and by creating cohesive atmosphere with in the organisation.

24. Although the overall physical performance of H.R.T.C. is satisfactory but now it is to be looked upon with a new perspective as the fleet strength of H.R.T.C. is reducing and that of the private operators is increasing. A comparative analysis is needed at this juncture but data pertaining to private operation has not been created, preserved and available. The occupancy ratio of H.R.T.C. is to be increased by proper framing of combined time-table and by curbing the illegal and unauthorised operation of private operators, contract carriage vehicles as well.

25. The financial performance of H.R.T.C. is below satisfaction as it is incurring losses perpetually. Because, H.R.T.C. is a public utility service, has to ply its bus services on un-economical and non-remunerative routes. The corporation is meeting social obligations of the State govt, by providing free/concessional travel facility to various section of society, higher personnel cost, average life of
vehicles is less, utilisation of vehicle in comparison to other states is very less, disperesed population need service at distant places, fare structure is not commensurate with the increase in cost of inputs as well as operations and so on. An ambitious plan is to be chalked out to curb the losses is to be drawn and various schemes are to be made and floated and necessary steps are to be taken from time to time. Recruitment is to be contained at top level but not at an operating level. Economy drive is to be launched more at top level and then to be followed at lower levels. Rationalisation of schedules are to be undertaken to ensure that the operations are conducive to the needs of the public and to ensure higher revenue. Service diversification is to be made keeping in view the commuters/passengers/tourists etc. Super deluxe, Deluxe, Semi deluxe buses are to be increased with more facilities and comforts. Class travel scheme may be prepared for inter district and inter-state routes.

26. The quality of service provided by H.R.T.C. is better in comparison to Hill-region STU's and other STUs but it is to be reviewed from time to time to achieve regularity, punctuality, less no. of breakdowns, less accounts and so on. Continuous monitoring and evaluation mechanism is to be drawn so that accurate, safe and better service is provided to the public.

27. The customers' satisfaction is of big priority today. No doubt the better and humble the service is, the customers expect more. Here, the analysis reveals that customers are dissatisfied a lot. Proper marketing techniques are to be applied to achieve their satisfaction. H.R.T.C. has introduced passenger feedback system but meat introduction is not sufficient day to day assessment and analysis is needed with followup actions. In order to make the service tangible, Product, Place, Price and Promotion of marketing mix is to be used. The target market is to be prospectively identified and Access, Communication, Competence, Courtesy, Credibility, Reliability,
Responsiveness, Security, Tangibles Understanding the customer all the determinants of quality service are to be incorporated and managed properly.

28. The employees of H.R.T.C. are becoming indifferent. Only 35% of the employees consider their career prospects bright. The others are sore over the issues that promotion channel is not proper, suppression and compulsion is prevalent everywhere, no body works in professional spirit, jealously, overburdened unwanted political interference, and preferences, longivity of adhocism, non performance of specified duties earmarked to functionaries with zeal and devotion. Operating staff is of the view that they don't know what is going on in the corporation they are always at move. There are anomalies in pay scales, increments are not given regularly. Therefore, a separate personnel and welfare department is to be created so that these issues are resolved properly.

29. The drivers of H.R.T.C. are putting more duty hours than their duty hours, not getting proper overtime allowance, not able to avail leave entitled for, don't get leave in case of indigent circumstances prevailing at home, they have not been properly informed in case of some emergency situation at home, inspite of all this they are putting their best efforts to keep H.R.T.C. mobile. Same is the situation with conductors. They complain the drivers are grounded after putting 12-16 hrs. duty but have to put 24 hrs. duty some times. All this is prevailing since long and we can say that this has become the regular practice. The work beyond human limitations and capacity is to be discouraged and proper man-power planning is to be made to draw proper scheduling of their duty.

30. The inspectors of H.R.T.C. feel insecure while rendering the duty all alone they also need proper facilities and protection at the
time of duty and beyond it. The modalities are to be assessed in this regard so that inspection is made effective and leakages of revenue are stopped completely.

31. The technical/workshop staff is sore over the issue that they do not have proper, hygienic place of work. They are working in shifts putting more hours of duty to make the vehicle road worthy. They need proper work place and technological upgradation. There exists two tier system. This should continue and prospective long term plan is to be chalked out about the technological upgradation and absorption. The working environment is to be made hygienic and healthy should be the priority area of the corporation and it is to be made proper immediately so that it is not inhuman.

32. The public opinion emerged in print media mainly through newspaper cuttings is preserved which do not depict a healthy situation of the corporation. This is to be honoured properly with immediate and follow up action at all levels of the corporation.

The present study has reached to an end, we do not claim it to be exhaustive but certainly it has open the vista for exploring the issues concerning to the transport system in general and H.R.T.C. in particular. It is true that no individual bus operator may provide services like H.R.T.C. in a long term. Therefore, there is a need to create the confidence of the customers to continue H.R.T.C. itself as a vibrant organisation of transport sector of the Hill-State. The government should also realise the situation and should not marginalise the interests of H.R.T.C. by encouraging the private operators. No doubt private operators are to be encouraged for healthy competition and betterment of services in the interest of masses/public but the interests of 26 year old organisation owned by the Government itself are also to be watched by the government and a level field is to be drawn for striving a balance between the two.