CHAPTER –VII
FINDINGS AND SUGGESTIONS

7.0  Introduction

This chapter provides findings, conclusions, and suggestions based on the data gathering, analysis, interviews, and research conducted as a part of this study.

7.1  Findings

Following are the major conclusions and findings of the present study:

1. As per the financial performance of MSRTC, four consecutive years from 2002-03 to 2005-06 MSRTC suffered a loss. It was very high in 2003-04 i.e. -205.07 crores. Thereafter MSRTC earn profit, it was high i.e. 160.25 crores in 2007-08 (Table 1.1).

2. Average number of per day passengers carried by MSRTC has been increased from 58.65 lakhs to 71.05 lakhs during 2004-05 to 2011-12, while it deducted by -1.15 per cent in 2005-06 and -0.56 per cent in the year 2009-10. The highest growth in average number of passengers is observed in the year 2008-08 i.e. 7.38 per cent (Table 1.2).

3. Average number of buses owned by the MSRTC was 15992 in the year 2004-05, which declined by -1.23 per cent and -2.56 per cent in respective years 2005-06 and 2006-07. Thereafter it increased continuously and recorded 16211 in the year 2010-11. It is also observed that among the total buses owned by MSRTC, there are 15229 buses were on road, which increased to 15891 buses in 2011-12 (Table 1.2).
4. It is observed that the average effective kilometres operated by MSRTC are below 50 lakhs till the year 2008-09, afterward it goes over 50 lakhs. In the year 2004-05, it recorded 49.25 lakhs km, while it reached to 54.20 lakhs km in 2011-12. Only in the year 2005-06 it shows decline by -4.25 lakhs km, otherwise it shows some kind of increasing trends in the effective kilometres per year (Table 1.2).

5. Vehicle productivity of MSRTC ranges from 307.90 km to 322.6 km during 2004-05 to 2011-12, and it declines in the year 2005-06 (i.e. -2.79 km) and in the year 2008-09 (i.e. -0.05 km). Remaining period the vehicle productivity has been positively increases (Table 1.2).

6. In the year 2011-12, MSRTC directly connected with 71.28 per cent villages, which covered 90.47 per cent population. There are 28.72 per cent villages not directly connected with MSRTC, but it covers these villages near by distance (Table 1.3).

7. Generally it is observed that, MSRTC provided several types of bus services viz. Ordinary, Parivartan, Asiad, Shivneri, Sheetal, City Bus Service, Ashwamedh, Mahabus, Midi bus, and majority passengers travel through the ordinary buses.

8. MSRTC gives concessions to freedom fighters, recognized press reporters, ‘dalit mitra’ awardees, blind and physical handicapped persons, senior citizens, various types of patients, etc. as a part of social responsibility. Fare concessions given by MSRTC ranges from 50 per cent to 100 per cent. It provides 100 per cent concession for carrying the Tiffin of students (Table 1.5).

9. There is 112.03 km length of National Highways in the Kolhapur district, which goes through Shahuwadi, Panhala, Hatkanangale, Karveer, Kagal and Radhanagari talukas. Among them Shahuwadi consists maximum length (i.e. 37.49 km), while Kagal has only 5 km. Otherwise the district
has been more dominated by the rural roads with 3166 km of length, followed by other district roads which have 2140.05 km of length in the district. Due to unsuitable physical conditions and small area Gagan Bavada taluka stays backward in the road development (Table 2.2).

10. Kolhapur division is established in the year 1950. Its jurisdiction is limited to the physical boundaries of Kolhapur district. It is divided into twelve depots viz. Kolhapur, Sambhaji Nagar, Gadlinglaj, Ichalkaranji, Gargoti, Malkapur, Chandgad, Kurundwad, Kagal, Radhanagari, Gagan Bavada and Ajara. Each depot serves its set periphery.

11. Kolhapur division is working with a fleet of buses numbering 853 running over 1019 routes and cover entire district every day. The total length of these routes is 65,628 km. It has been making transport arrangements of 467000 passengers daily with the help of 4869 employees (Table 2.6).

12. The average variable coat and fixed cost as per kilometre is Rs 13.65 and Rs 9.34 respectively; accordingly the average total cost per kilometre (CPKM) of Kolhapur depot is 22.99. Meanwhile the average earning per kilometre (EPKM) is Rs 19.15. Thus, the Kolhapur depot experiences deficit in the average margin i.e. Rs - 3.85 per km (Table 4.1).

13. It is observed that Sambhaji Nagar depot faced continuous loss; the average per kilometre loss is Rs 4.38. Due to the average earning per kilometre (EPKM) is less (i.e. Rs 18.33) than the cost per kilometre (CPKM), which is Rs 22.70. Total cost is continuously increased during investigation period but total receipts are gradually increasing with the growth rate of only 84.41 (Table 4.2).

14. Economic performance of Gadhinglaj depot is also insignificant. Simple Growth Rate (SGR) of variable cost is 96.01 while SGR of fixed cost is 61.19. Accordingly the growth rate of total cost is 81.40. Total revenue of Gadhinglaj depot is increasing with growth rate of 86.70. The average
total cost per kilometre (CPKM) of Gadhinglaj depot is Rs 21.02, as average total revenue (EPKM) is Rs 17.25. It means on an average Rs 3.77 deficit experienced by Gadhinglaj depot experienced average deficit of Rs 3.77 in the total margin (Table 4.3).

15. In the Ichalkaranji depot, growth rate of variable cost (i.e. 104.95) is doubled fixed cost (i.e. 50.14). Growth rate of total revenue is only 79.68 and growth rate of total cost is 80.98. This depot continuously facing deficit during study period, average loss per kilometre is Rs 3.11 (Table 4.4).

16. Gargoti depot has SGR of variable cost (i.e. 87.75) is higher than SGR of fixed cost (i.e. 64.84). Growth rate of total cost is 78.02 and growth rate of total revenue is 78.38. During this period, Gargoti depot experienced continuous deficit, due to the average cost per kilometre (i.e. 21.59) is greater than the earning per kilometre (i.e. 16.86). Average per kilometre loss of Gargoti depot is Rs 4.73 during the study period (Table 4.5).

17. Malkapur depot is also faced a deficit problem due to increase in the cost per kilometre as compare to earning per kilometre. The average cost per kilometre is 20.98, whereas the average revenue per km is Rs 16.79, accordingly the margin of Malkapur depot is Rs -4.19. Due to continuous increase in total cost and gradual increase in total earnings Malkapur depot experienced loss over the entire investigation period. The average per km loss is Rs 4.19 (Table 4.6).

18. Chandgad depot faced meagre average loss during study period. In this depot, growth rate of total revenue (121.05) is more than total cost (82.20). It performs positively, however, on an average Chandgad depot experienced loss of Rs 1.62 per km (Table 4.7).

19. It is observed that, total cost of Kurundwad depot is increasing, however, the share of variable cost is higher than fixed cost. During the study
period growth rate of variable cost is 105.97 and growth rate of fixed cost is 82.59. The growth rate of total cost is 96.11. Total growth rate of revenue is 106.12. In the last thirteen years growth of total revenue is more than total cost (Table 4.8).

20. In the Kagal depot SGR of variable cost (i.e. 90.24) is higher than SGR of fixed cost (i.e. 71.06). The SGR of total cost (i.e. 82.67) and total revenue (i.e. 82.63) are almost similar. The average cost per kilometre is Rs 20.80 and the average earning per kilometre is Rs 17.43, accordingly the average total margin is Rs -3.37. Kagal depot also experienced the continuous loss during the investigation period (Table 4.9).

21. Radhanagri depot shows increasing trend in total cost as well as in total earning. In study period, the growth rate of variable cost is 81.19 and fixed cost is 86.78. The growth rate of total cost is 83.17. Total growth of revenue is 82.94 during the investigation period for Radhanagari depot. Radhanagari depot experienced average loss of Rs 4.70, because of earning per kilometre is less (i.e. Rs 15.34) than the average cost per kilometre (i.e. Rs 20.04) (Table 4.10)

22. It is observed that, variable cost of highly increased as compare to fixed cost in the Gagan Bavada depot. The growth rate of these cost are 75.63 and 90.93 respectively. Total cost is continuously increased during the investigation period; however total receipts of this period shows gradual increase. Its growth rate is only 89.64. Gagan Bavada depot experienced continuous loss during the entire study period. The average per km loss of Gagan Bavada depot is Rs 2.78 (Table 4.11).

23. Ajara depot is facing a problem of deficit. In this depot growth rate of total revenue (i.e. 87.49) is more than growth rate total cost (i.e. 86.77). The average cost per km is Rs 19.78 while average revenue per km is Rs
18.05, hence obvious loss of Rs 1.73 per km experienced by Ajara depot (Table 4.12).

24. It is observed that, economic performance of Kolhapur, Sambhaji Nagar, Malkapur, Kurundwad and Ajara depots are more than the average economic performance of the Kolhapur division. Economic performance of Gadhinglaj, Ichalkaranji, Gargoti, Chandgad, Kagal, Radhanagari and Gagan Bavada depots are remain below the average economic performance of the entire division. The average mean of total cost of Kolhapur division is 20.96. Accordingly Kolhapur, Sambhaji Nagar, Gadhinglaj, Ichalkaranji, Gargoti, Malkapur and Kurundwad depots stay above this average, while Chandgad, Kagal, Radhanagari, Gagan Bavada and Ajara depots remain below the average (Table 4.13).

25. Kolhapur division has 91.36 average growth rate of revenue. Accordingly Kolhapur, Chandgad and Kurundwad depot has better growth in revenue than the division, whereas Sambhaji Nagar, Gadhinglaj, Ichalkaranji, Gargoti, Malkapur, Kagal, Radhanagari, Gagan Bavada and Ajara depot is not match up to the division’s average. The average of total revenue in Kolhapur division is Rs 17.44. There are Kolhapur, Sambhaji Nagar, Ichalkaranji, Kurundwad, and Ajara depot has much more than the average mean of division, whereas Gadhinglaj, Gargoti, Malkapur, Chandgad, Kagal, Radhanagari and Gagan Bavada depot experienced less average than the mean average (Table 4.13).

26. The average margin of the Kolhapur division is - 3.53. According to that, there are five depots viz. Ichalkaranji, Chandgad, Kagal, Gagan Bavada and Ajara have better margin than the average, while Kolhapur, Sambhaji Nagar, Gadhinglaj, Gargoti, Malkapur, Kurundwad and Radhanagari these seven depots have lesser margin than the average (Table 4.13).
27. As per the analysis of the economic performance of Kolhapur division it is observed total cost of continuously increased with the SGR of 113.47. In the same duration SGR of total revenue is 132.48 and its average is 15528.10 lakhs. Average margin of total revenue and total cost is Rs -2990.84 lakhs. It is clearly put forward the economic crises in the Kolhapur division of MSRTC (Table 4.14).

28. It is found that out of total respondents, there are 78.50 per cent were used Parivartan and Ordinary services. There are few reasons behind that, one is Kolhapur division have majority numbers of buses either ordinary of Parivartan, and second most important thing is that bus fare of these types of buses is affordable by laymen (Table 5.1).

29. In the Kolhapur division, male passengers are mainly dominated in travel through buses of MSRTC. Out of total respondents there are 435 (72.50 %) male respondents, remaining 165 (27.50 %) are female respondents (Table 5.2).

30. It is observed that most of the passengers of MSRTC are belonging to low and middle class. Out of the total respondents, there are 87.34 per cent respondents lies in the income group of below Rs 15000 while only 12.66 per cent respondents lies in the income group of above Rs 15000 (Table 5.3).

31. Regarding occupation-wise analysis of passengers it is observed that out of total respondents 39 per cent respondents are engaged in private sector, followed by 27.33 per cent respondents are students. There are 11.50 per cent respondents engaged in government job, while only 6 per cent are retired persons. Very few businessmen (7.50 %) and unemployed persons (3.17%) are travel through the buses of MSRTC (Table 5.4).
32. It is observed that most of the young people are used the MSRTC buses for travelling. It is found that out of the total 47 per cent respondents are below 35 years (Table 5.6).

33. It is found that out of total respondents 69.17 per cent respondents are not satisfied with departure timings of the buses, satisfied respondents are only 14.17 per cent and neutral respondent is 16.67 per cent (Table 5.7).

34. It is observed that high numbers of passengers are not satisfied with arrival times, out of total respondents 71.83 per cent respondents thought that MSRTC are not maintain the arrival timings of buses. There are only 13.34 per cent passengers are satisfied with this attribute, and neutral respondents are 15.33 per cent (Table 5.8).

35. Passengers are satisfied with regular bus services operated by MSRTC. It is found that, out of total respondents 43 per cent respondents are satisfied followed by 38.33 per cent respondents are neutral, unsatisfied respondents are only 18.67 per cent (Table 5.9).

36. There is high percentage (71.0 %) of passengers who are not satisfied with capability of employees to handle problems like breakdown during journey. Satisfied respondents are only 15.83 per cent and remaining 13.17 per cent respondents are neutral (Table 5.10).

37. It is observed that, passengers’ satisfaction level for role management in solving their problems is very low. Out of the total respondent 67.50 per cent respondents are unsatisfied with management role in solving problems; satisfied respondents are only 10.83 per cent and 21.67 per cent respondents are neutral (Table 5.11).

38. According to 40.17 per cent respondents, they are not satisfied with journey time maintained by MSRTC. There are 41.50 per cent
respondents are stay neutral while passengers satisfied to this attribute are only 18.34 per cent (Table 5.12).

39. Passengers are not satisfied with cooperation of drivers and conductors at the time of personal problems during journey. Out of total respondent 52 per cent respondents are not satisfied, satisfied respondents are only 5.50 per cent and neutral respondents are 42.50 per cent (Table 5.13).

40. It is found that, out of total respondents satisfied respondents are 54.82 per cent with response of employees towards the needs of children, women, senior citizens and physically disabled. There are 27.17 per cent respondents are neutral and only 18 per cent respondents are unsatisfied (Table 5.14).

41. According to opinion of 79.17 per cent respondents, they are not satisfied with the arrangement of alternatives during excessive demand. There are only 1.67 per cent satisfied respondents, and neutral respondents are 19.17 per cent (Table 5.15).

42. Passengers are fully unsatisfied (i.e. 94.17 %) with information provided by MSRTC regarding change in services like arrival and departure timings and cancellation of bus, etc. Only 0.67 per cent passengers are satisfied with this attribute while neutral passengers are 5 per cent (Table 5.16).

43. According to passengers opinions employees of MSRTC are not properly aware with the new technologies as well as knowledge of services. Out of total respondents 90 per cent respondents are not satisfied with this attribute, satisfied respondents are only 1 per cent and neutral respondents are 9 per cent (Table 5.17).

44. It is found that, out of total respondent 49.67 per cent respondents are not satisfied with the bus fares, satisfied respondents are only 0.33 per cent
and neutral respondents are 50 per cent. Hence, obvious response of passengers is bus fares are not reasonable (Table 5.18).

45. Out of total respondents 58.83 per cent respondents are neutral on the comfortability of seats in buses, followed by 37 per cent respondents are not satisfied and satisfied respondents are only 4.50 per cent. It is found that, passengers are not satisfied with comfortness of seats in the bus (Table 5.19).

46. It is found that most of passengers are stay neutral with the attribute of spacious leg space in the bus. Out of total respondent 30 per cent respondents are unsatisfied with leg space in buses and only 6 per cent respondents are satisfied. Neutral respondents are 64.17 per cent (Table 5.20).

47. It is found that, out of total respondents 91.33 per cent respondents are not satisfied with the luggage racks in the bus. Satisfied respondents with this attribute are only 0.50 per cent and neutral respondents are 8.17 per cent (Table 5.21).

48. There are 89.34 per cent passengers are not satisfied with the cleanliness and neatness of buses, followed by neutral passenger (i.e. 10.33 %) and only 0.33 per cent passengers are satisfied (Table 5.22).

49. According to 88.50 per cent passengers bus stations and shelters are not neat and clean while 10.67 per cent respondents are not decided that they are satisfied or not, only 0.83 per cent respondents are satisfied (Table 5.23).

50. There are 91.67 per cent passengers are not satisfied with neatness and cleanliness of toilets at the bus stations. Remaining 8.33 passengers are stays neutral, it means no one passenger is satisfied with this attribute (Table 5.24).
51. Out of total respondents 62.83 per cent respondents are unsatisfied with the waiting halls, followed by neutral passengers are 30 per cent and satisfied passengers are 7.17 per cent. It is found that majority passengers are unsatisfied in this facility (Table 5.25).

52. There are 24.50 per cent passengers thought that signboards are not helpful. Out of total passengers 60.67 per cent passengers are neutral with this attribute, followed by 24.50 per cent passengers are unsatisfied, satisfied passengers are 14.83 per cent. Most of the passengers does not give any answer about this attribute, they keep neutral (Table 5.26).

53. It is found that, out of total respondents 64 per cent passengers stays neutral with the attribute of audibility of announcements followed by 28.83 per cent respondents are unsatisfied and satisfied respondents are only 7.17 per cent (Table 5.27).

54. There are 72.17 per cent passengers thought that MSRTC properly provided emergency services like medical support when need arises and they are satisfied followed by neutral respondents are 19 per cent and unsatisfied respondents are only 8.83 per cent (Table 5.28).

55. Visual appeal of buses is failed to attract more number of passengers. There are 43 per cent respondents are neutral, followed by 40.17 per cent respondents are unsatisfied while satisfied respondents are only 16.83 per cent with this attribute (Table 5.29).

56. It is found that, out of total respondents 58.33 per cent respondents are neutral followed by satisfied respondents are 25.33 per cent and only 16.33 per cent respondents unsatisfied on employees’ cooperation at booking and monthly pass counters (Table 5.30).

57. As far as opinions of respondents regarding employees cooperation at enquiry counters, it is found that 73.67 per cent respondents are satisfied,
followed by 20.67 per cent respondents are neutral and unsatisfied respondents are 5.67 per cent (Table 5.31).

58. Passengers are not satisfied with cooperation of employees at complaint cells. Out of total respondents there are 72.67 per cent respondents are not satisfied, followed by 15.50 per cent respondents are neutral. Only 11.83 per cent respondents are satisfied with the complaint cell (Table 5.32).

59. It found that respondents are not satisfied regarding bus stands and stations facilities. There are 77.17 per cent respondents who are not satisfied with the facilities provided at the bus stands and bus stations. Satisfied passengers with this attribute are only 6.67 per cent while 18.17 passengers are neutral (Table 5.33).

60. Passengers are totally unsatisfied with the drinking water facility provided by MSRTC at the bus stands and bus stations. There are 91.67 per cent respondents unsatisfied with this attribute, followed by 8 per cent respondents, which are neutral and only 0.33 per cent respondents are satisfied (Table 5.34).

61. It is noted that not even half of the respondents are satisfied with the toilets and refreshment facilities on the route. The survey results that 95.50 per cent respondents are unsatisfied with this attribute. Neutral respondents are only 4.50 per cent, while no one is satisfied with this facility. Almost all the passengers are not satisfied with this facility because toilets and refreshments facilities are not available on the routes (Table 5.35).

62. As per the analysis there are 25.33 per cent respondents enjoy the smoothness of journey. There are 58.33 per cent respondents remain neutral on this attribute. Unsatisfied respondents are 16.33 per cent. It is
found that, comparatively other attributes passengers are satisfied (Table 5.36).

63. As per the 73.17 per cent passengers’ opinion MSRTC ensures safe journey. Followed by 20.33 per cent respondents are neutral and only 6.50 per cent respondents are not satisfied with this attribute of safe journey (Table 5.37).

64. As per the 22.67 per cent passengers’ opinion MSRTC has provide quality service to them, while 18.17 per cent passengers thought that service of MSRTC is not so good. It found that, out of total respondents 59.17 per cent respondents are neutral; they are neither satisfied nor unsatisfied with the quality of service provided by MSRTC (Table 5.38).

65. It is found that there are 21.84 per cent passengers are thought that bus routes are suitable as per their need, while 18.67 per cent passengers thought routes are not suitable as per their need and they are unsatisfied. More numbers of passengers i.e. 69.50 per cent respondents are stays neutral (Table 5.39)

66. Only 4 per cent respondents noted that the bus times are convenient to them, while 35.17 per cent passengers are not satisfied with the bus timings of MSRTC. Out of total passengers there are 60.83 per cent passengers are neutral (Table 5.40).

67. It is observed that, there are 60 per cent passengers thought that MSRTC does not take in to account their specific needs hence they are unsatisfied. Whereas there are 8 per cent respondents thought that MSRTC understands their specific needs and they are satisfied. There are 32 per cent passengers are neutral (Table 5.41).

68. Load factor of Kolhapur division is not up to the mark, during the study period. As per the norms of MSRTC 80 per cent load factor is standard
load factor, but average load factor of Kolhapur division is 60.11 per cent (Table 6.1).

69. There is excess bus-staff ratio found in the Kolhapur division. As per norm of the MSRTC standard bus-staff ratio is 5.50, although average bus-staff ratio of Kolhapur division is 6.10. It is observed that, throughout the investigation period bus-staff ratio of Kolhapur division is always more than the standard ratio set by MSRTC (Table 6.2).

70. There is fluctuation observed in the rate of vehicle utilisation, it ranges from 309.11 km to 333.90 km. MSRTC decides 350 km as a standard norm for vehicle utilisation, however in the Kolhapur division rate of vehicle utilisation is not reached up to that standard norms ever during the study period (Table 6.3).

71. It is observed that, average rate of accidents during the study period is 0.19. In the year 2007, rate of accident is higher (0.22) while in the year 2013 accident rate is lowest (i.e. 0.16) during the study period. Most of the accidents are in minor category (Table 6.4).

72. It is found that the cancelled kilometres is always more than 18 lakhs kilometres during reference period. Average cancelled kilometres of Kolhapur division is 21.10 lakhs km, it maximises (i.e. 33.16 km) in the year 2013 and minimises (i.e. 18.46 km) in the year 2004 (Table 6.5).

73. It is observed that, average rate of breakdowns during study period is 0.21. In the year 2002 rate of break down is higher i.e. 0.43 and in the year 2013, break down rate is 0.10, which is lowest during study period (Table 6.6).

74. It is found that Kolhapur division has lot of burden of divisional and central over-heads. Thus administrative expenditure has been increased. In the year 2001, division over-heads is Rs 649.13 lakhs and central over-
heads is Rs 605.78 lakhs. In the year 2013, division over-heads is Rs 1045.17 lakhs and central over-heads is Rs 764.62 lakhs. The growth rate of division and central over-head are 61.01 and 26.22 respectively (Table 6.7).

75. The tax burden of MSRTC in Kolhapur division is increased year by year. In the year 2001, it is Rs 1725.94 lakhs, which is 16.47 per cent to the total revenue. The burden of total tax in the year 2013 is Rs 4691.13 lakhs, which is 19.26 per cent to the total revenue. Average tax burden of reference period is Rs 2807 lakhs; growth rate of tax burden of this duration is 171.80 per cent (Table 6.8).

76. In the reference period, it is found that expenditure on spare parts and lubricant is continuously increased, comparatively rate of tickets and stationery and diesel expenditure is highly increased i.e. SGR of tickets and stationery is 596.22 and SGR of diesel expenditure is 209.08. During same period Tyre, tube, flaps and Lubricants expenditure SGR is 57.88 and 38.63 respectively. Spears part and batteries expenditure growth rate is negative i.e. -28.56 and -5.28 respectively (Table 6.9).

7.2 Suggestions

Following are the some suggestions for further improvement of MSRTC as per the present study–

7.2.1 Suggestions on Improvement of Economic Performance

There is very poor economic performance of Kolhapur Division of MSRTC observed as per the present study, some suggestions, therefore, regarding the improvement in the economic performance are given below:

1. Among the total cost per km (CPKM), variable cost in increasing rapidly in the Kolhapur division, hence MSRTC should focuses to minimising variable cost, resulted decrease in CPKM and increase in margin.
2. Most of the passengers are used ordinary bus services for travelling; MSRTC should take some lead to promote their luxuries services like Shivneri also, which helpful to increase their revenue.

3. Kolhapur division of MSRTC should make proper planning to increase load factor, which is observed always under the standard norm (i.e. 80 per cent). It will be helpful to take out them from deficit.

4. Bus-staff ratio of Kolhapur division has been found above standard ratio, it should be minimising, thereby fixed cost will also be minimised, and earning per km will be increased in some extent.

5. Vehicle utilisation of Kolhapur division is always under standard ratio (i.e. 350 km/day). Hence, vehicle utilisation should be increased, at least up to standard utilisation. MSRTC should take lead in this regard.

6. Rate of cancelled kilometre in Kolhapur division is also high, it also should be minimised not only to increase vehicle utilisation but increase profit also. Due to absenteeism of employees, rate of cancelled kilometre goes higher. MSRTC should take a strict action on employees, which take leaves without any permission or should make substitution arrangements for absentee.

7. Buses must be checked out regularly and meticulously before goes out their trip. This step will be minimizing break-downs as well as maximizing vehicle utilisation and profit margin too.

8. Whenever political and social disturbances are occurred, the first targeted has been destruction of buses of MSRTC, resulted huge loss of MSRTC as well as increases break-downs also. To minimising this problem either state government has to cater some protection for the fleet of MSRTC or people should take care of fleet of MSRTC as public property.
9. MSRTC has to optimise their expenditure on spare part and lubricants. Every bus should be mechanically checked out on regular intervals, and regularly take care of its maintenance. It will helpful to optimising above said expenditure.

10. Bus trips on the empty or sparse routes need to be minimised. MSRTC should take a lead in this regard. It will helpful to increase to load factor, which make oblivious and positive effects on earning per kilometre (EPKM).

11. Administration of MSRCT and concern authorities should keep an eye on the leakages of revenue by conductors and other staff and should take strict action on them.

12. Government should gave some favour to MSRTC and should be minimised the burden of central and divisional overheads on Kolhapur division. MSRTC Should computerised all their divisions and depots to make accuracy in their work. It will be helpful to minimises the leakages as well as reduce Bust- Staff ratio.

13. Government should also take lead to make fleet of MSRTC toll free, besides passenger tax and motor vehicle tax needs to be improvised. Apart from that, state government and concern authorities have to take some serious action against illegal private passenger transport.

7.2.1 Suggestions on Upgrading Satisfaction Level of Passengers

According to Michael LeBoeuf – an American business author, “A satisfied customer is the best business strategy of all.” Therefore some suggestions regarding the upgrading satisfaction level of passengers are given below:

1. Time consuming journey irritates passengers and they became unsatisfied, thus MSRTC should take care of it and must be maintain the journey time.
Besides arrival as well as departure timings of buses should be maintain by MSRTC, whereby passengers has more satisfied. Approximate travel time from a particular location to other important locations has to be highlighted and fixed to provide better clarity on travel time to passengers.

2. MSRTC should give proper training to their drivers and conductors also to handle problems like break-downs during journey. They should also aware of the new technologies. Apart from that appropriate training programmes have to be organised to those persons who come in to direct contact with the passengers like the booking clerks, person at the enquiry counter and the conductors. The training programmes should focus on how to render better services with care and courtesy.

3. The booking clerks and conductors have to be courteous with passengers while giving tickets. They should be supplied with adequate change in coins to cater to the requirement of passengers.

4. Drivers and conductors should be cooperative and prepare for solve personal problems of passengers during journey. Management of Kolhapur division of MSRTC also should show some interest in passengers’ problems and try to solve them.

5. MSRTC should make quickly arrangements or alternatives when the excessive demands as well as at the time of break-downs. Whenever break-downs has occurs the bus passing through same route has to be stopped and board the passengers in that bus to continue their travel. Women and children should give preference in boarding. The driver who does not stop the bus has to be punished.

6. Change in services like arrival and departure timings of buses as well as cancellation of buses must be inform properly to the passengers, so they will avail of it. Announcements at the bus stands and bus stations must be
clear and audible. MSRTC should provide well-conditioned devices for that.

7. MSRTC should cater to needs of passengers. Seat arrangements in the buses should be made comfortable with spacious leg room, especially in the long route buses. Insufficient leg room space makes the journey tiresome, and passenger become unsatisfied. So there is need to provide comfy seat arrangements with more leg room space.

8. Sufficient luggage racks in the buses should be made available by MSRTC. Many time passengers left their luggage at the middle empty space, which is desecrating conductors as well as other passengers also. Hence there is need of spacious and sufficient luggage racks in the buses. Cloakrooms facility should be made available at the bus stands by MSRTC. It will be helpful to enhance the revenue also.

9. MSRTC has to provide luggage trolleys at the entrance points of bus stations so that the passengers after getting down from their vehicles can keep their luggage in the trolleys available which will avoid the burden of carrying luggage on their own to the alighting point.

10. MSRCT should provide wheel chairs in the bus station premises so that the old age and physically disabled persons will have the untroubled walking distances in the bus station premises. The wheel chairs have to be made available at the entrance and suitable ramps have to be built wherever necessary. MSRTC should take some help from local NGOs regarding that.

11. In toilets and urinals suitable modifications have to be made with regard to wash basins and commodes to cater to the needs of children and physically disabled persons.
12. The buses must be cleaned before being sent out for trip, similarly cleanliness of bus stands, stations and shelters should be maintain. Most importantly toilets and urinals must be hygienic and suitable modifications have to be made in it with regard to wash basins and commodes to cater to the needs of children and physically disabled persons. There should be effective supervision on the sweepers, cleaners to see that they do their job efficiently and properly.

13. To involve the passengers in maintaining cleanliness of the bus station, sign boards and stickers have to be fixed at prominent places. This will improve awareness of the passengers for the cleanliness drive.

14. MSRTC should construct better waiting halls or properly maintain the existing waiting halls. Charging points have to be fixed in those waiting halls for passengers’ convenience. It will enhance the passengers’ satisfaction.

15. The corporation may consider to design and publish ‘Bus Time Table’ containing the particulars like routes destination, timings and fares. The time table should be released and modified once in 6 months to accommodate the changes made by MSRTC.

16. The timetable boards showing timings of arrivals and departures of buses should be displayed significantly and should be corrected whenever required. Signboards displaying the bus destination should be put on both sides (front and back) of buses. The boards should be clear and readable, simple and accurate to see, so that there will be no confusion to passengers.

17. MSRTC may have to change the visual appeal of the buses, and make it more attractive. The more number of passengers, therefore, attract towards the buses and feel satisfy.
18. Proper Grievance and redressal cell should be made available or make efficient existing one for the passengers and problems or complaints of passengers have to be solved. It will be helpful to enrich the passengers’ satisfaction.

19. MSRCT should cater drinking water to passengers in the buses as well as at the bus stations. Water should be made available free of cost. It will boosted satisfaction level of passengers.

20. First aid facilities have to be made both in bus stations and in buses. The first aid boxes need to have general medicines which have to be checked time to time and if medicines expire they have to be replaced with new ones. It will useful the passengers whenever they need.