

CHAPTER-2

PROFILE OF TNSTC (MADURAI) Ltd.

2.1 Introduction

In this chapter, an attempt has been made to trace the history and growth of TNSTC (Madurai) Ltd. It deals with the formation, organizational structure, fleet strength, employees' strength, share capital, area of operation, board of directors, regional offices, branches, new bus routes, other vehicles, passengers carried, assets, levels of management, best performance awards, free bus passes, public facilities, traffic management and future programmes of TNSTC (Madurai) Ltd.

2.2 TNSTC an Overview

The Tamil Nadu State Transport Corporation has been divided into seven divisions with effect from 6th January 2004. Each divisional office has been divided into some Regional offices. They are stated in the Figure 2.1 given below.

2.3 Formation of TNSTC (Madurai) Ltd.

TNSTC (Madurai) Ltd has been created with effect from 6th January 2004 by integrating the existing five regions which were operated in southern districts and they are renamed as follows:

Madurai	I
Tirunelveli	II
Nagarkovil	III
Dindigul	IV
Virudhunagar	V

2.3.1 TNSTC (Madurai- Division –I) Ltd. Madurai.

TNSTC (Madurai- Division –I) Ltd. Madurai previously known as Pandian Roadways Corporation. Pandian Roadways Corporation started its operation from 17th January, 1972 with a fleet strength of 346 taken over from the Southern Roadways Limited. As on 31st March, 2008, TNSTC (Madurai) Ltd. had a fleet of 1051 for providing passenger transport facilities in major parts of the nearest districts also.

2.3.2 TNSTC (Madurai-Division II) Ltd. Tirunelveli

TNSTC (Madurai-Division II) Ltd, Tirunelveli previously known as Kattabomman Transport Corporation (KTC). Kattabomman transport Corporation commenced its operation with a fleet strength of 458 from 1st January, 1974. KTC had its head quarters at Tirunelveli. It commenced with the bus services operated by the erstwhile Tamil Nadu State Transport Department and bifurcated from Pandian Roadways Corporation by creating Kattabomman Transport Corporation in Tirunelveli and Kanyakumari districts. The TNSTC (Madurai-Division II) Ltd. operated in Tirunelveli and Kanniyakumari districts with a fleet strength of 823 as on 31st March, 2008.

2.3.3 TNSTC (Madurai- Division III) Ltd. Nagercoil

TNSTC (Madurai- Division III) Ltd. Nagercoil previously known as Nesamani Transport Corporation. This was bifurcated from TNSTC (Madurai-Division II) Ltd, Tirunelveli (KTC). TNSTC (Madurai- Division III) Ltd. Nagercoil started functioning from 1st April, 1983 with a fleet strength of 442. The area of operation was in Kanyakumari District. Its fleet strength as on 31st March, 2008 was 832.

2.3.4 TNSTC (Madurai- Division IV) Ltd. Dindigul

TNSTC (Madurai- Division IV) Ltd, Dindigul formerly known as Rani Mangammal Transport Corporation. The buses operated in Madurai, Dindigul and Virudhunagar districts by PRC were further bifurcated and a new corporation with a fleet strength of 446 was formed in the name of Rani Mangammal Transport Corporation on 1st April, 1986. Its area of operation was confined to

Dindigul district and Theni District. Rani Managammal Transport Corporation was re-named as TNSTC on 1-7-1997 TNSTC (Madurai- Division IV) Ltd, Dindigul was operating with a fleet strength of 881 as on 31st March, 2008.

2.3.5 TNSTC (Madurai- Division V) Ltd. Virudhunagar

TNSTC (Madurai- Division V) Ltd, Virudhunagar previously known as veeran Sundaralingam Transport Corporation. Eventhough this corporation has been incorporated with effect from 8-03-1996 there was no transaction during the year 1996-97 and the company had commenced its business with effect from 1-05-1997 as per the order of the Government with the name Veeran Sundaralingam Transport Corporation Limited with 352 vehicles drawn from formerly Pandiyan Roadways Corporation Limited, Madurai. Veeran Sundaralingam Transport Corporation was re-named as TNSTC on 1-7-1997 TNSTC (Madurai- Division V) Ltd, Virudhunagar was operating with a fleet strength of 508 as on 31st March, 2008.

2.4 Share Capital

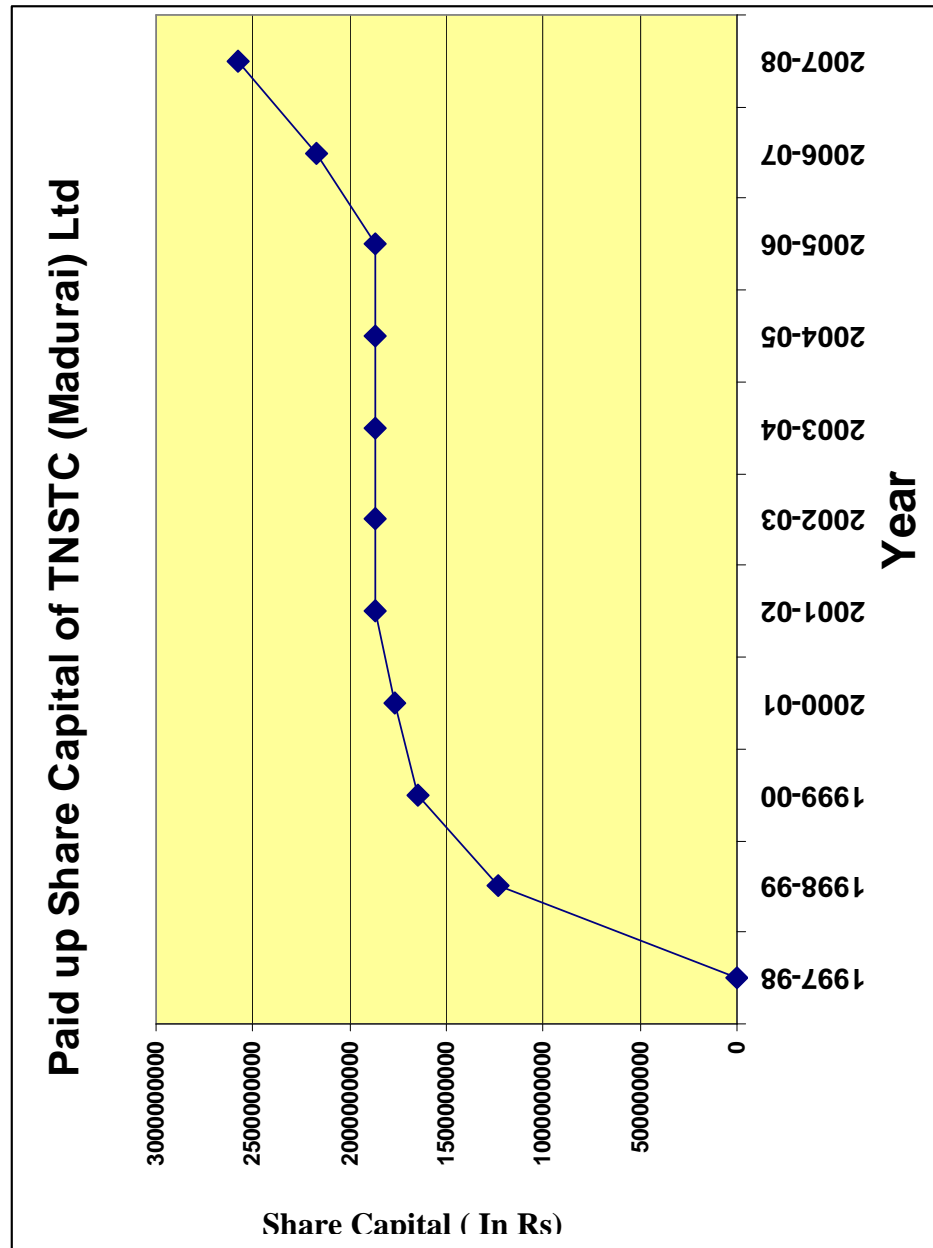
The entire share capital of TNSTC (Madurai) Ltd has been contributed by the Government of Tamil Nadu. On 31-03-2008 the TNSTC (Madurai) Ltd has got the authorised share capital of Rs. 260 crores at Rs 10 per share. Table 2.1 shows the paid up value of share capital of TNSTC (Madurai) Ltd. during the study period.

TABLE 2.1**Paid up Share Capital of TNSTC (Madurai) Ltd.**

Year	Paid up Value of Share Capital (Rs in Crores)	Increase/Decrease over the previous year Percentage
1997-98	65.2556740	--
1998-99	123.2543740	47.05
1999-00	164.8349740	25.23
2000-01	177.1412740	6.95
2001-02	186.9595740	5.25
2002-03	186.9595740	0
2003-04	186.9595740	0
2004-05	186.9595740	0
2005-06	186.9595740	0
2006-07	216.9595740	13.83
2007-08	257.9095740	15.88

Source: Annual reports of TNSTC (Madurai) Ltd.

Figure 2.2



2.5 Area of Operation

The registered office of TNSTC (Madurai) Ltd is situated at Bye-pass road, Madurai -10. The area of operation of TNSTC (Madurai) Ltd covers all over the Tamil Nadu and other southern states of Kerala, Karanataka and Andhra Pradesh.

The TNSTC (Madurai) Ltd operates city, town and mofussil bus services. It operates mofussil bus services to several places located in its own region and division and also to several places in other transport corporation's divisions including inter state services. For administrative convenience the area of operation has been divided into five regional offices namely Madurai, Tirunelveli, Nagarcoil, Dindigul and Virudhunagar. The Madurai Region has 14 branches, Tirunelveli region has 14 branches, Nagarcoil region has 11 branches, Dindigul region has 16 branches and Virudhunagar region has 8 branches. The operating area of TNSTC (Madurai) ltd. has been presented in the Figure2.3 given below:

2.6 Regional offices

The TNSTC (Madurai) Ltd has five regional offices and 63 branches in all the 5 regional offices. The Table 2.2 shows the regional offices and their respective branches.

TABLE 2.2

Regional Offices and Branches

Sl. No.	Regional office	Branches
1.	Madurai	1. Bye-Pass Road City Branch 2. Mofussil (North) 3. Ponmeni 4. Ellisnagar 5. Pudur 6. Thirupparakundram 7. Melur 8. Thirumangalam 9. Thiruppuvanam 10. Sholavandan 11. T. Kallupatti 12. Pudukulm 13. Usilampatti 14. Sipcot

2.	Tirunelveli	<ol style="list-style-type: none"> 1. Tenkasi 2. Puliyangudi 3. Srivaikundam 4. Vilathikulam 5. Papanasam 6. Valliyoor 7. Sankarankoil 8. Madurai 9. Tirunelveli Moff. 10. Tirunelveli Town 11. Thriuchendur 12. Tuticorin Moff. 13. Tuticorin Town 14. Kattabomman Nagar
3.	Nagercoil	<ol style="list-style-type: none"> 1. Kulachal 2. Marthandam 3. Kuzhithurai 4. Monday nagar 5. Ranithottam-1 6. Ranithottam-2 7. Ranithottam -3 8. Kanyakumari 9. Thriuvattar 10. Vivekanandpuram 11. Thisyanvilai

4.	Dindigul	<ol style="list-style-type: none"> 1. Kumuly 2. Dindigul -1 3. Dindigul -2 4. Dindigul -3 5. Natham 6. Palani 7. Batlagundu 8. Kodaikanal 9. Theni 10. Cumbum -1 11. Cumbum -2 12. Thevaram 13. vedasandhur 14. Oddanchatram 15. Periyakulam 16. Bodi
5.	Virudhunagar	<ol style="list-style-type: none"> 1. Virudhunagar 2. Aruppukottai 3. Sattur 4. Sivakasi 5. Srivilliputhur 6. Rajapalayam 7. Shenkottai 8. Kovilpatti.

Source: Annual Reports of TNSSTC (Madurai) Ltd.

2.7 Board of Directors

The Board of Directors of TNSTC (Madurai) Ltd is appointed by the Government of Tamil Nadu. The board consists of 10 directors including the Chairman and the Managing Director. The names of the Board of Directors of TNSTC (Madurai) Ltd as on 31-3-2008 are given in the Table 2.3.

TABLE 2.3

List of Board of Directors as on 31-3-2008

Sl. No.	Designation	Name
1.	Chairman	Thiru. Debendranath Sarangi I.A.S.
2.	Managing Director	Thiru. R.P. Rajendran B.E. M.B.A.,
3.	Directors	Thiru. A. Mohamed Aslam I.A.S.
4.		Thiru. A. Devaraj M.Sc., AICWA., A.C.S.
5.		Thiru. S. Boopathy B.E., M.B.A.,
6.		Thiru. M.Munusamy, B.E.,
7.		Thiru. R.Raju, B.E.,
8.		Thiru. K.Sattanathan Mohanraj B.E. M.B.A.
9.		Thiru. C. Paramasivam B.E.,
10.		Thiru. G. Narayanasami, B.E.,

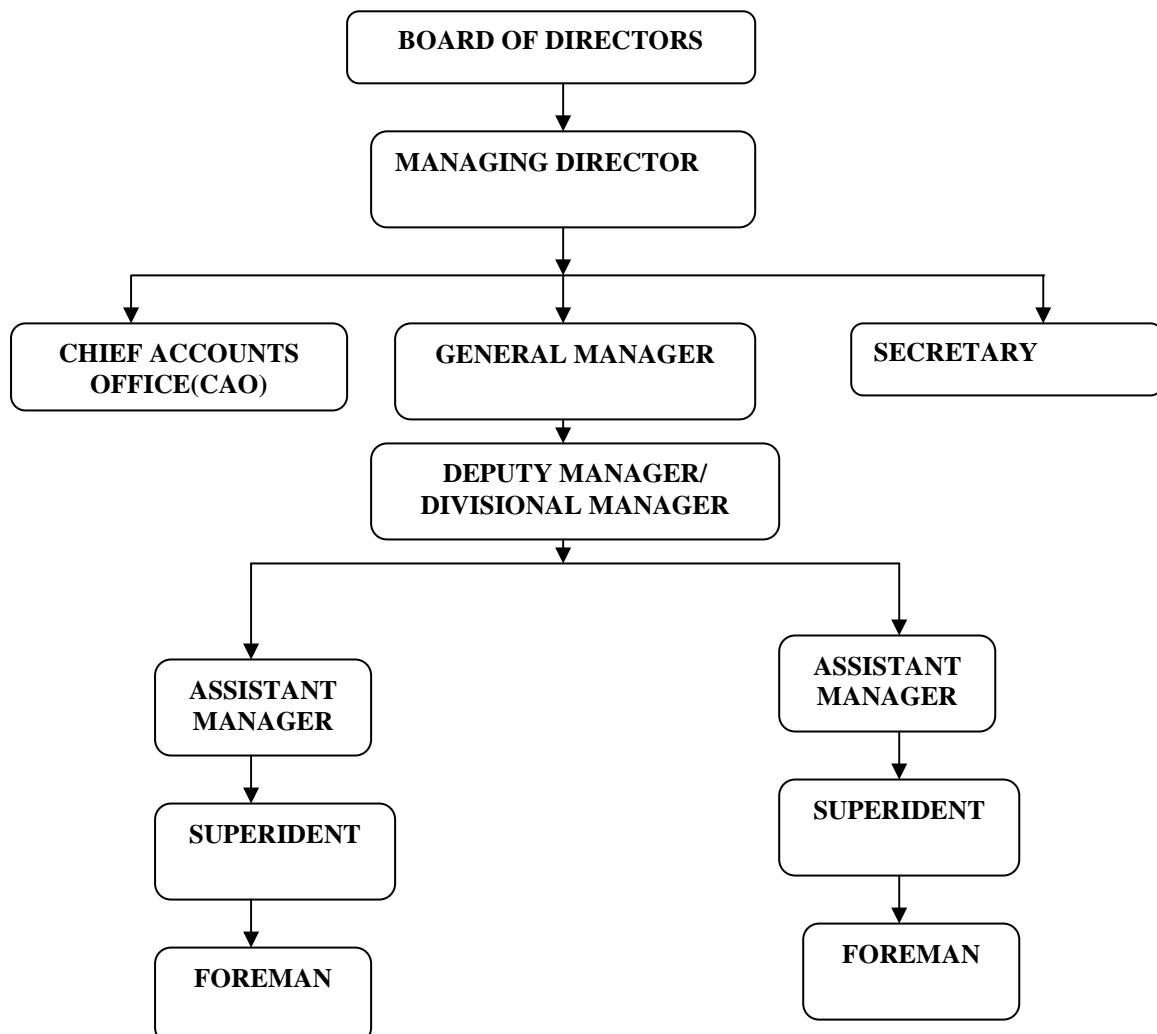
Source: Annual Reports of TNSTC (Madurai) Ltd.

2.8. Organisational Structure

TNSTC (Madurai) Ltd has three tier structure comprising the corporate office at the top, regional office in the middle and branches at the lower tier. The corporate office undertakes route planning, selection of personnel, management of materials and financial planning. The regional office act as a link between the corporate office and the branches. The branches are responsible for the maintenance of buses, operation of the buses, routes allotment and to attend to the grievances of the workers.

2.8.1 Levels of Management

Figure 2.4



There are three levels of Management in TNSTC (Madurai) Ltd Top level, middle level and lower level managements. The levels of management of TNSTC (Madurai) Lrd. are given in Figure 2.4.

Top Level Management

The Board of Directors, Managing Director, General Manager, Chief Accounts Officer and Secretary constitute the top level management in TNSTC (Madurai) Ltd. The Board of Directors of TNSTC (Madurai) Ltd. is appointed by the Government of Tamil Nadu. The board consists of 10 directors including ex-officio members and nominated members. The Secretary, transport department, Government of Tamil Nadu is the Chairman of the board. The Board is the policy making body and the Managing Director is the chief executive of TNSTC (Madurai) Ltd. The Managing Director is assisted by the General Manager (Corporate), General Manager (Regional) and Chief Accounts Officer in implementing the policies laid down by the board. The General Manager's position stands between the Managing Director and the Departmental deputy managers and branch managers. He communicates the information to all departmental heads which are conveyed by the managing director and vice versa. The Chief Accounts Officer assists the Managing director in financial matters and deals directly with him.

Middle Level Management

The heads of the departments with the designation of Deputy Managers, Assistant Managers and also the Branch Managers constitute the middle level management.

Lower Level Management

The lower level management consists of superintendent, foreman and supervisors. They directly deal with the workers and take steps to maintain the morale among the workers.

Organisation Structure

The organization structure of TNSTC (Madurai) Ltd is shown in Figure 2.4

2.8.2 Departmentation

For effective functioning, TNSTC (Madurai) ltd. has been divided into the following departments:

Civil Engineering Department

The Executive Engineer (Civil) is in charge of this department. This department looks after the construction of new buildings, fittings and maintenance of existing buildings of TNSTC (Madurai) ltd.

Maintenance and Technical Department

This department looks after the maintenance of buses in TNSTC (Madurai) Ltd. The Deputy Manager (Technical) is the head of this department. He attends to the repairs and ensures daily check-up of buses to avoid their breakdown while in operation. Reconditioning units and body building units are under the control of technical department.

Traffic and Commercial Department

Once the bus leaves the TNSTC campus for operation, it comes under the purview of traffic and commercial department. This department performs the specialised functions, such as getting permits for the vehicles, payment of road tax, planning of new routes, and development of existing services, revenue collections on routes, attending to accidents of buses, fixation of timings and suggesting nationalization of private bus routes. Deputy Manager (Traffic) is the head of this department.

Purchase and Materials Management Department

Deputy Manager, (Materials) is in charge of the purchase management department. This department purchases the entire requirements of TNSTC

(Madurai) Ltd. including bus chassis, machineries, spare parts, furniture, office equipments, stationery and the like. The central stores stock the spare parts and other materials. The materials are released on authorized requisition by the branches, auctioning of old and condemned buses and scraps are done by this department at periodical intervals.

Accounts and Audit Department

Deputy Manager (Accounts) is in charge of accounts and audit department. He assists the Chief Accounts Officer in maintaining accounts for periodical review by the board of directors and Government. Forecasting of financial requirements is done by this department. Checking and passing of bills are done by this department. It also administers provident fund, gratuity fund, family benefit fund and the like. Branch audit, invoice audit and the audit of transactions of other departments are looked after by the audit wing of this department.

Administration and Management Information System

Deputy Manager (legal) is in charge of MIS department. It performs general administrative functions such as handling of mails, office upkeep, attendance, public relations, security arrangements and the like.

The management information system prepares vital information about the financial and physical performance of the corporation. All this information is placed before the board and the government for review.

Personnel and Legal Department

Deputy Manager (Personnel) is the head of this department. He is assisted by the Assistant Manager (Industrial Relations) and Assistant Manager (Legal). Deputy Manager (Legal) deals with legal matters and implementation of labour

laws. The personnel department deals with matters such as recruitment, selection, training, promotion, review, transfers, increment sanction, resignation of workers, retirement, gratuity, leave rules, wage bills, welfare schemes and the like.

The Legal wing of this department deals with standing orders, settlement with trade union, suspension, dismissal, appeals, labour disputes and the like. This wing also deals with accident claims and consumer claims.

The Assistant Manager (Industrial Relations) is in charge of providing welfare facilities to the workers and also to redress the grievances of the workers.

Training Department

The Deputy Manager (Technical) holds the additional charge of training department. This department has got an Industrial Training Institute (I.T.I.) and drivers' training school. In addition to this, it imparts training to all the workers with the help of its officers and outside agencies. It also deposes officers and supervisors for training in other institutes as and when required.

EDP Department

The Deputy Manager (Technical) holds additional charge of Electronic Data Processing (EDP) department. He is responsible for processing the data into information through computers and furnishing it to the respective managers for better decision making.

Security Department

Deputy Manager (Legal) holds additional charge of this department. The security officer is responsible for safeguarding the depots and other properties of TNSTC (Madurai) Ltd..

2.9 Fleet Strength

Vehicles which are used in operation are referred to as operative fleet. TNSTC (Madurai) Ltd operates city, town and mofussil buses to several places. Table 2.4 indicates the fleet strength of TNSTC (Madurai) Ltd during the study period.

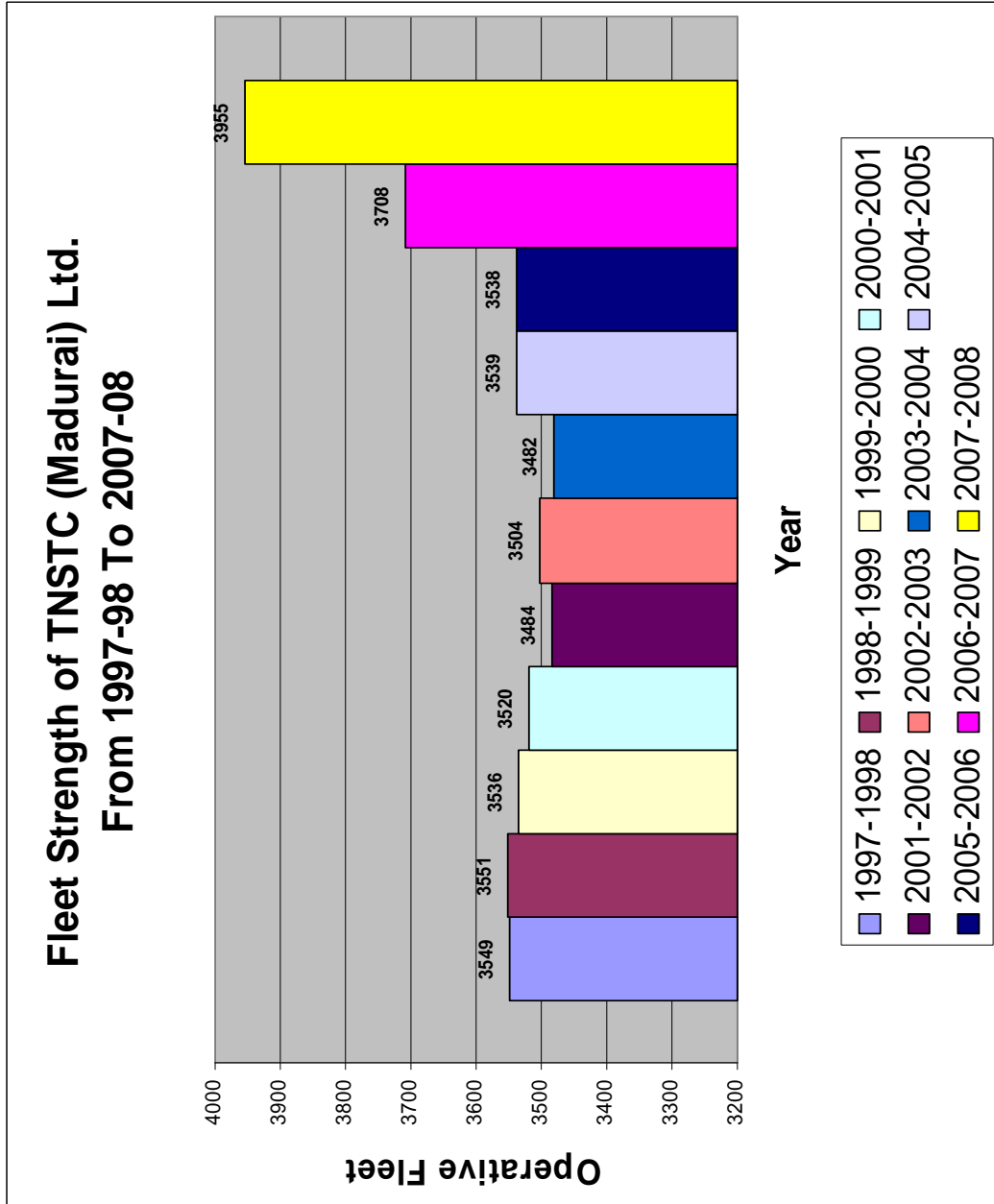
TABLE 2.4

Fleet Strength of TNSTC (Madurai) Ltd. From 1997-98 To 2007-08

Year	Total operative fleet	% of increase or decrease over the previous year
1997-98	3549	--
1998-99	3551	0.06
1999-00	3536	-0.42
2000-01	3520	-0.45
2001-02	3484	-1.02
2002-03	3504	0.57
2003-04	3482	-0.63
2004-05	3539	1.64
2005-06	3538	-0.03
2006-07	3708	4.80
2007-08	3955	6.66

Source: Annual Reports of TNSTC (Madurai) Ltd.

Figure 2.6



The following details have been observed from the Table 2.4 which shows the fleet strength of TNSTC (Madurai) Ltd. from 1997-98 to 2007-2008. There were 3459 operative fleet at the beginning of the study period. And there is a gradual growth as well as decline in the total operative fleet during the study period. For instance, there were 3484 operative fleet in the year 2001-02 and it has been increased to 3504 in the year 2002-03 and it has been decreased to 3482 in the year 2003-04. But, totally there is a greatest growth in the total operative fleet between the beginning and at the end of the study period. The total number of operative fleet at the end of the study period is 3955. The analysis of increase or decrease percentage of the total operative fleet shows 0.06 percentage of increase in the year 1998-99. From the details given in the table, it is clear that the percentage of the total operative fleet has been increased as well as decreased during the study period. But, finally the percentage of the total operative fleet has been increased to 6.6 during the study period over the previous year.

2.9.1 Regional –wise Fleet Strength

Regional – wise fleet strength of TNSTC (Madurai) Ltd as on 31-3-2008 is shown in Table 2. 5

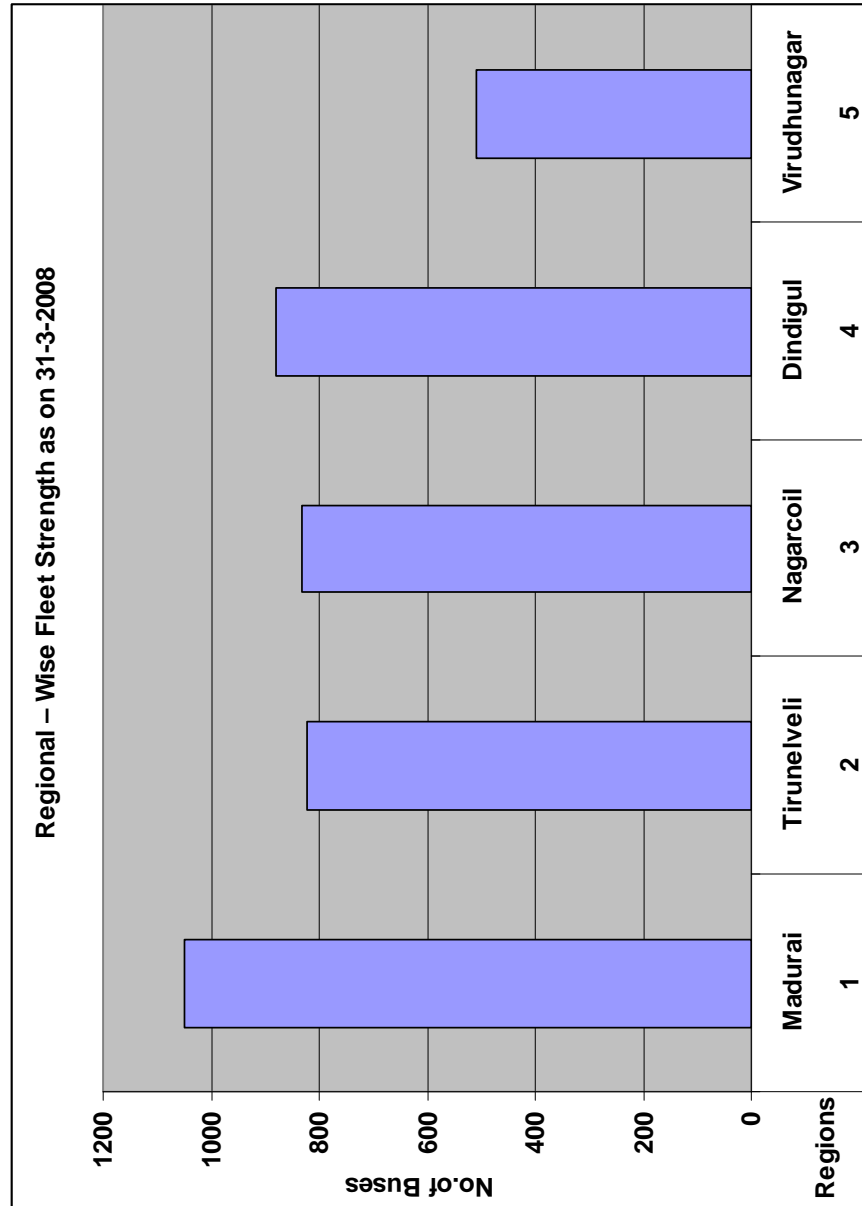
TABLE 2.5**Regional – Wise Fleet Strength as on 31-3-2008**

Sl.no	Regions	Number of Buses	Percentage to total
1.	Madurai	1051	25.66
2.	Tirunelveli	823	20.10
3.	Nagarcoil	832	20.32
4.	Dindigul	881	21.52
5.	Virudhunagar	508	12.40
Total		4095	100.00

Source: Compiled from unpublished Records of TNSTC (Madurai) Ltd

The following details have been observed from the Table 2.5 which shows the regional-wise fleet strength as on 31.3.2008. The five regions which have been taken into consideration are Madurai, Tirunelveli, Nagercoil, Dindigul and Virudhunagar. In the analysis of the total number of buses in each region, it is clear that Madurai region has got the highest number of 1051 buses and the second toppest region is Dindigul which has 881 buses on 31.3.2008. And it is Virudhunagar which has got the lowest number of 508 buses among the other four regions. In the analysis of the percentage of the total number of buses, it can be seen that Virudhunagar has got the lowest percentage of 12.40 and Madurai has got the highest percentage of 25.66 and the percentage of the rest of the three regions is above twenty.

Figure 2.7



2.9.2 Category wise Fleet Strength

Category – wise fleet strength of TNSTC (Madurai) Ltd as on 31-3-2008 is shown in Table 2. 6

TABLE 2.6

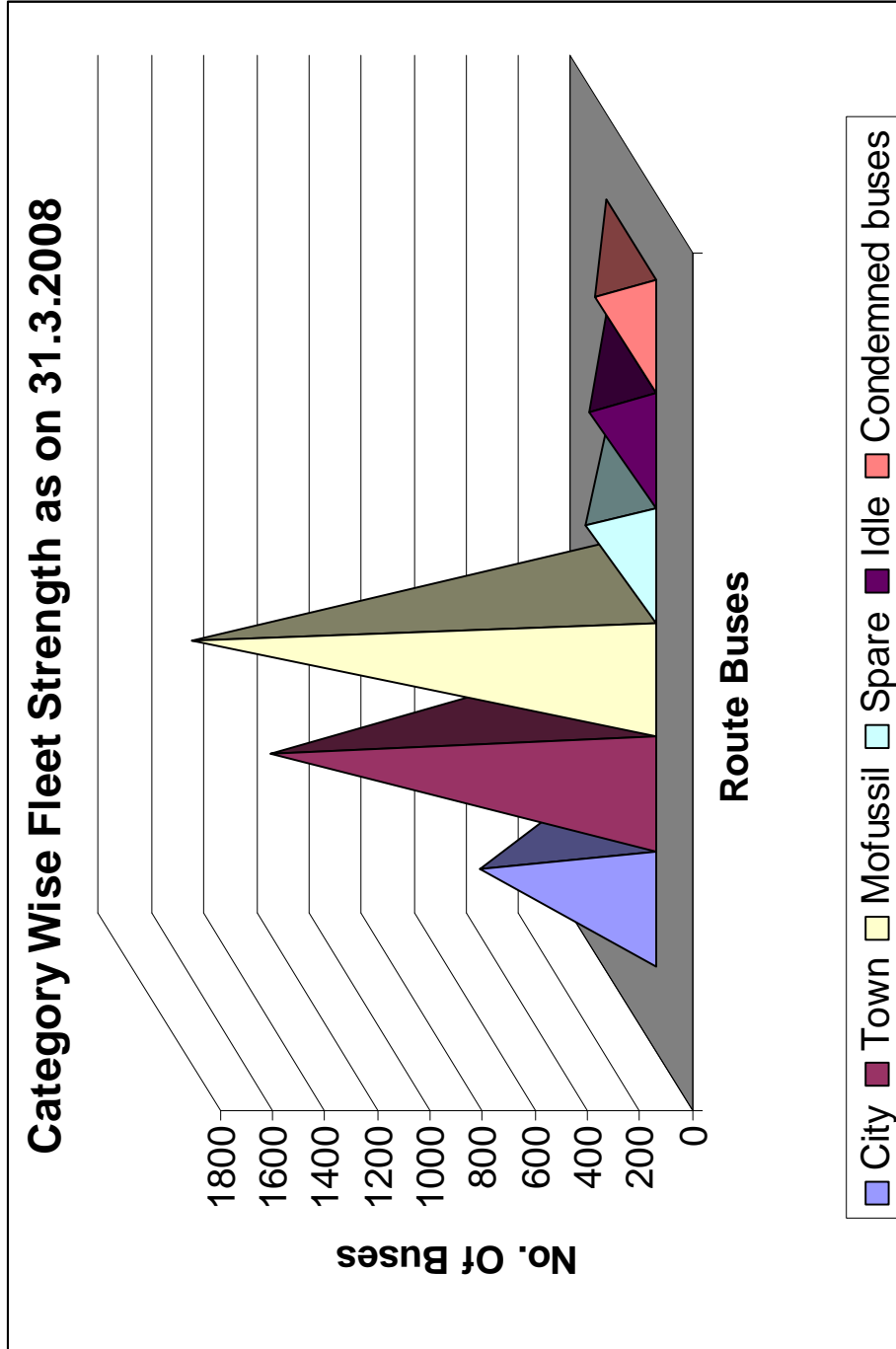
Category Wise Fleet Strength as on 31.3.2008

Sl.no	Route Buses	Number of Buses	Percentage to total
1.	City Buses	575	14.05
2.	Town Buses	1377	33.62
3.	Mofussil Buses	1672	40.80
4.	Spare Buses	173	4.23
5.	Idle Buses	158	3.87
6.	Condemned buses	140	3.42
	Total	4095	100.00

Source: Annual Reports of TNSTC (Madurai) ltd.

The following details have been observed from the Table 2.6. This above table shows the category wise fleet strength. There are totally 4095 buses altogether in all the five regions. Among the 4095 TNSTC buses, the total number of city, town, mofussil, spare, idle and condemned buses are 575,1377,1672,173,158 and 140 respectively. From the analysis of the percentage of the total buses, it is clear that there are 14.05 percentage of city, 33.62 percentage of town, 40.80 percentage of mofussil, 4.23 percentage of spare, 3.87 percentage of idle and 3.42 percentage of condemned buses available in TNSTC.

Figure 2.8



2.9.3 Other Vehicles

TNSTC (Madurai) Ltd has been provided with various types of other vehicles for traveling officers, staffs and for some other purposes relating to carrying the work continuously. The other vehicles as on 31-3-2008 are listed in the Table 2.7.

TABLE 2.7
Other Vehicles

Sl.No.	Type of Vehicle	Numbers
1.	Lorries	69
2.	Vans	1
3.	Jeeps	52
4.	Treckers	29
5.	Cars	10
6.	Motor cycles	4
7.	Lorries	4
8.	Water Tankers	13
9.	Driver Training School bus	16
10.	Staff Bus	1
11.	Delivery Van	1
12.	Ambulance	3
13.	Trax	7
14.	Wrecker	8
15.	Maruthivan	0
16.	Bolero	10
17.	Scorpio	1
18.	Commander	2
	Total	231

Source: Annual Reports of TNSTC (Madurai) ltd.

The following details have been observed from the Table 2.7 which shows the number of other vehicles of TNSTC besides the buses. There are 69 Lorries, 52 jeeps, 16 driver training school buses, 3 ambulances, 8 wreckers, and the like. From the details given in the Table 2.7 it can be seen that there are 231 other vehicles apart from the buses.

2.10 EMPLOYEES

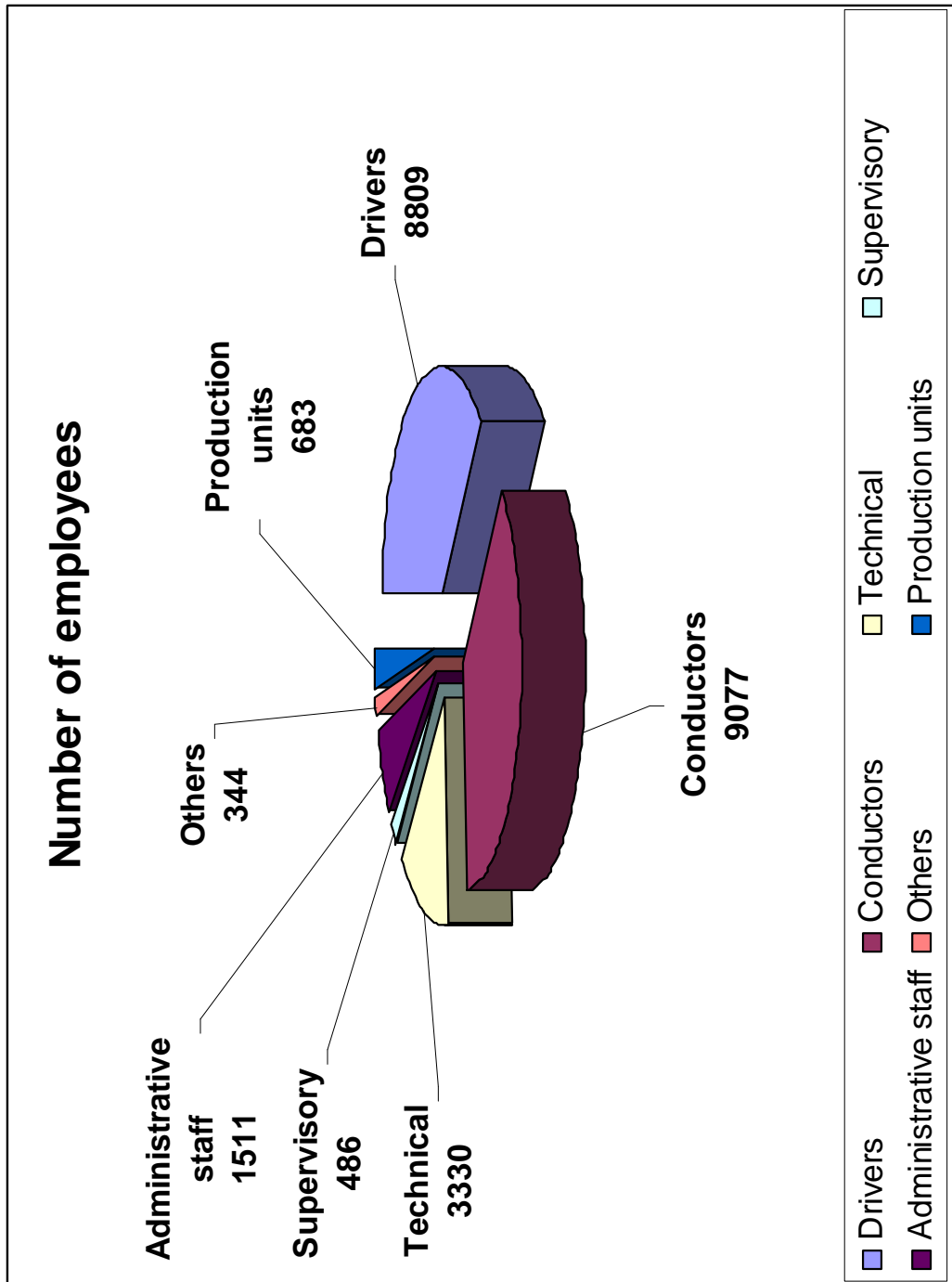
The total number of employees working in TNSTC (Madurai) Ltd as on 31-3-2008 are shown in Table 2.8

TABLE 2.8
Number of Employees

Sl.no	Category	Number of Employees	Percentage to Total
1.	Drivers	8809	36.34
2.	Conductors	9077	37.45
3.	Technical	3330	13.74
4.	Supervisory	486	2.00
5.	Administrative staff	1511	6.23
6.	Others	344	1.42
7.	Production units	683	2.82
Total		24240	100

Source: Annual Reports of TNSTC (Madurai) Ltd.

Figure 2.9



The following details have been observed from the Table 2.8 which shows the number of employees. The employees are classified into seven categories such as drivers, conductors, technical, supervisory, administrative staff, and others. The numbers of employees in the above mentioned categories are 8809, 9077, 3330, 486, 1511, 344 and 683 respectively. From the details given in the table it is evident that the conductors are larger in number and then the drivers. In the analysis of the percentage of the total number of employees, it is clear that there are 37.45 percentage of the conductors, 36.34 percentage of the drivers, 13.74 of the employees belong to the technical and two percentage of the employees belong to the supervising section and there are 6.23 percentage of administrative staff. And the percentage of the total employees of other section is 1.42 and there are 2.82 percentage of the employees in the production units.

2.10.1 Operational Staff

The employees who are directly connected with the operation of buses are called operation staff. Table 2.9 shows the operational staff during the study period between 1997-98 to 2007-08.

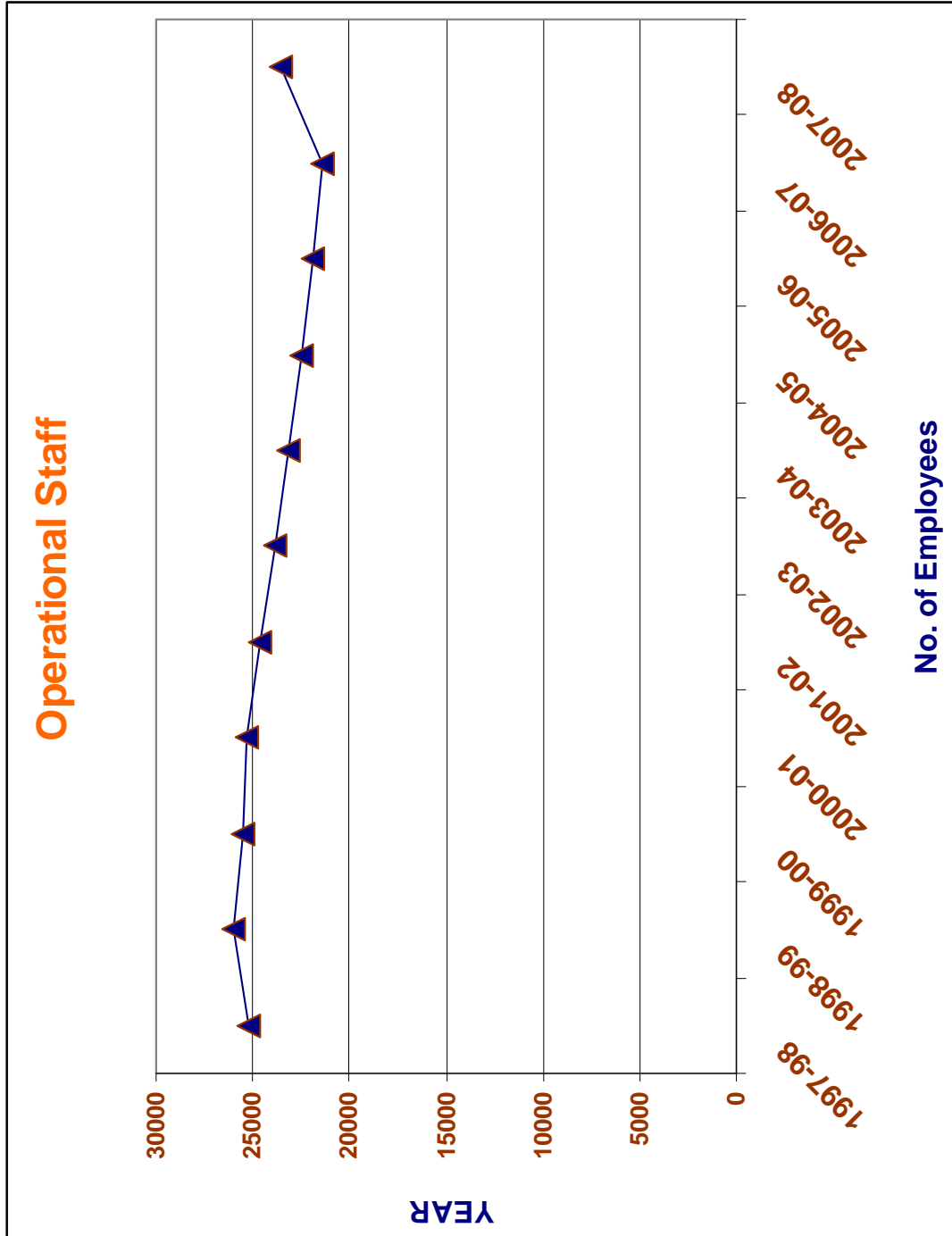
TABLE 2.9
Operational Staff

Year	No. of Employees	Percentage of increase over the previous year
1997-98	25218	--
1998-99	25997	3.00
1999-00	25482	-2.02
2000-01	25348	-0.53
2001-02	24587	-3.10
2002-03	23825	-3.20
2003-04	23178	-2.79
2004-05	22473	-3.14
2005-06	21845	-2.87
2006-07	21360	-2.27
2007-08	23553	9.31

Source: Annual Reports of TNSTC (Madurai) ltd

The following details have been observed from the Table 2.9 which is about the operational staff. There were totally 25218 employees in the year 1997-98. And it has been increased to 25997 next year. And there is a gradual decline as well as growth in the total number of employees during the study period. At the end of the study period there were 23553 employees which are lesser than the number of employees at the beginning of the study period. The retirement of the employees is the reason for decreasing the total number employees, between the beginning of the study period and at the end of the study period.

Figure 2.10



The analysis of increase or decrease percentage of the employees, 3 percentage of increase in the year 1998-99 over the previous year 1997-98. And the percentage of the employees has been decreased to 2.02 in the year 1999-00. And there is a continuous decline in the percentage of the total employees until 2006-07. But, at the end of the study period the number of employees have been increased to 9.31per centage over the previous year.

2.10.2 Men Per Bus

The employees who are directly connected with the operation of buses are called operation staff. The operational staffs that are required to run per bus are termed as men per bus. Table 2.10 shows the operational staff during the study period between 1997-98 to 2007-08.

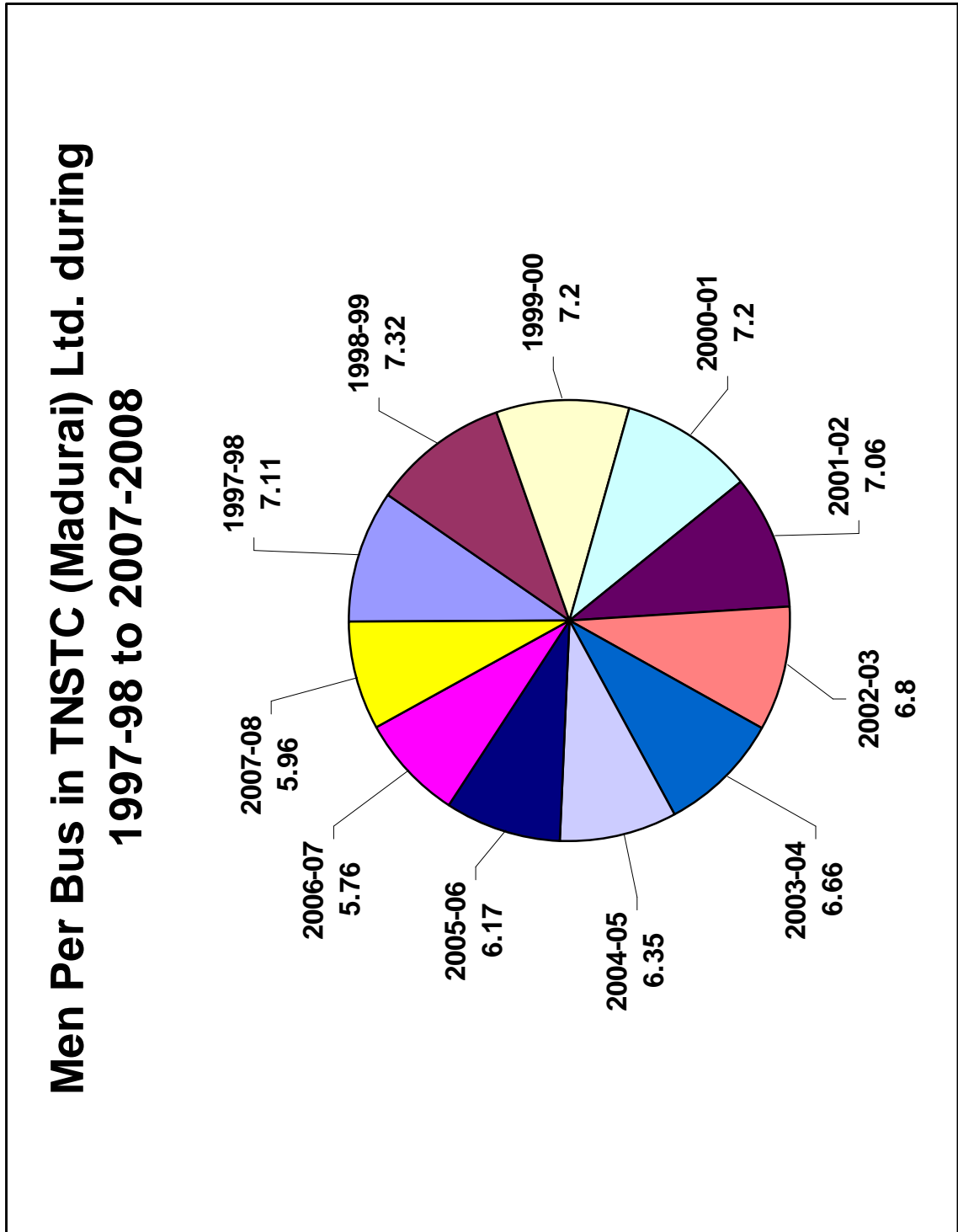
TABLE 2.10

Men Per Bus in TNSTC (Madurai) Ltd. during 1997-98 to 2007-2008

Year	Men / Bus
1997-98	7.11
1998-99	7.32
1999-00	7.20
2000-01	7.20
2001-02	7.06
2002-03	6.80
2003-04	6.66
2004-05	6.35
2005-06	6.17
2006-07	5.76
2007-08	5.96

Source: Annual Reports of TNSTC (Madurai) Ltd.

Figure 2.11



The following details have been observed from the Table 2.10 which is about the men per bus. As per the norms of Institute of Road Transport (IRT) there should be 7.5 persons for operating the buses. But, the details in the table reveal that the general norm has not been fulfilled in any of the year during the study period. There were 7.11 men for operating the buses in the year 1997-98 and the number of men has been increased to 7.20 in the year 1999-2000 and there is no change in the next year. But, it has started decreasing gradually from the year 2002-03. At the end of the study period, there were only 5.96 men for operating the buses. The retirement of the employees is the reason for decreasing the men per bus, between the beginning of the study period and at the end of the study period.

2.11 Social Obligation Fulfilled by TNSTC (Madurai) Ltd.

In addition to the operation of un-remunerative routes, TNSTC (Madurai) ltd. has granted concessions to different classes of commuters such as students, blind persons, freedom fighters and the like. During the year 2007-08, TNSTC (Madurai) Ltd. has given 100% concessional passes to 550480 persons, 50% concessional passes to 580262 persons and one-third concessional passes to 199263 persons.

2.11.1 New villages connected directly

In order to fulfill the demand of the rural people the Government as a policy decision adds some new villages every year to introduce buses newly to those villages. As a policy matter, every village has the population of exceeding 1000 people will be given bus route. Table 4.35 shows the new villages connected directly by TNSTC (Madurai) ltd. during the study period.

TABLE 2.11

New Villages Connected Directly by TNSTC (Madurai) Ltd.

Year	No. of Villages connected
97-98	71
98-99	42
99-00	20
00-01	17
2001-02	17
2002-03	12
2003-04	9
2004-05	22
2005-06	22
2006-07	38
2007-08	9

Source: Annual Reports TNSTC (Madurai) Ltd.

The following details have been observed from the Table 2.11 which shows the direct connection of new villages by TNSTC (Madurai) Ltd. At the beginning of the study period 71 villages have been directly connected by TNSTC (Madurai) Ltd. But, the numbers of connected villages have been reduced throughout the

study period except few years. For instance, the total numbers of connected villages have been reduced to 17 during the year 2001-02 and it has been increased to 39 in the year 2006-07. But at the end of study period, the numbers of connected villages have been gradually reduced to nine. This is due to almost all the villages are already connected with TNSSTC buses.

2.11.2 Population Benefited

Through the new villages are connected, the people get benefited bus facilities. By way of connecting the new villages, the commuters get better service from the TNSSTC buses. In this way, more number of populations has been benefited. Table 4.36 shows the total population benefited by TNSSTC (Madurai) Ltd.

TABLE 2.12

Total Population Benefited by TNSSTC (Madurai) Ltd.

Year	Total population benefited (in lakhs)
97-98	0.43
98-99	0.58
99-00	0.11
00-01	0.09
2001-02	0.13
2002-03	0.08
2003-04	0.09
2004-05	0.12
2005-06	0.15
2006-07	0.22
2007-08	0.32

Source: Annual Reports TNSSTC (Madurai) Ltd.

The following details have been observed from the Table 2.12 which shows the total population benefited by TNSTC (Madurai) Ltd. Due to the connection of new villages, 0.43 lakhs people were benefited at the beginning of the study period. And it has been increased to 0.58 lakhs in the very next year. But it has been reduced to 0.11 lakhs in the year 1999-200. From the details given in the table it is clear that there is a gradual growth as well as decline in the total population benefited after the connection of new villages by TNSTC (Madurai) Ltd..

2.12 Average Age of buses

The buses in operation should be replaced after the expiry of the appropriate life time of the bus. The normal life time of the bus is determined by recovering the cost of depreciation. Once the cost is recovered in the name of depreciation fully that is the time of replacing the bus and that is the time for condemning the existing bus. If the buses to be condemned are put in operation that will worstly affect the quality of service. The average age of the bus should not exceed six years. Table 4.37 shows the average age of buses of TNSTC (Madurai) ltd. during the study period.

Table 2.13**Average Age of buses as on 31st March TNSTC (Madurai) Ltd.**

Year	Average Age of Buses
97-98	3.78
98-99	4.05
99-00	4.03
00-01	4.65
2001-02	5.51
2002-03	6.01
2003-04	6.70
2004-05	7.46
2005-06	7.15
2006-07	6.72
2007-08	7.21

Source: Annual Reports TNSTC (Madurai) Ltd.

The following details have been observed from the Table 2.13 which shows the average age of buses as on 31st March of every year. At the beginning of the study period the average age of TNSTC buses is 3.78 and it has been increased to 5.51 in the year 2001-02 and it has been further increased to 7.46 in the year 2004-05. But the average age of buses have been reduced to 7.15 in the year 2005-06 and it has been further reduced to 6.72 in the year 2006-07. But at the end of the study period the average age of buses have been increased to 7.21 at the end of the study period.

2.13 Public Services

TNSTC (Madurai) Ltd. has introduced 392 new vehicles during the year 2007-08. TNSTC (Madurai) Ltd. has introduced bus services to 9 un-served villages covering population of 32,200 people during the year. As in the previous year, TNSTC (Madurai) Ltd. operated special services on various festive occasions such as Sabarimalai Yatra, Thaiposam, Panguni Uthiram, Chithirai Thiruvizha, Mandaikkadu Bhagavathiamman, Adi Thapasu temple festivals and Velanganni Annai Matha festival in the corporation's area for the benefit of the commuters.

2.14 Labour Welfare and Industrial Relations

Labour relations were cordial throughout the study period and the employees of the corporation extended their best co-operation to the management for the efficient and smooth running of the corporation. With the continued co-operation of employees, the TNSTC will achieve better results in the years to come.

2.14.1 Wage Accord 2008

Despite the stringent financial position of the corporations due to higher input cost with no fare revision, with a view to encourage the working group employees, based on the announcements made by the honourable Chief Minister of Tamil Nadu and other senior officials, the managements of all State Transport Corporations have entered into three ears wage accord on 06.02.2008 for implementing the wage settlement for payment of maximum hike in other allowances with effect from 01.09.2007. On account of implementation of the wage accord, the corporation incurs additional approximate expenditure to the

tune of Rs.4.00 crore per month and the corporation will equip fully meet the additional financial commitments due to this wage accord by improving its efficiency with full co-operation of the employees.

2.15. Conclusion

The profile of TNSSTC (Madurai) Ltd. is found to be highly impressive in terms of its growth and development, operation of buses in the unremunerative routes, fleet utilization, fulfillment of social obligations and the like. The cost of operation is increasing year by year since the cost of fuel and spares is getting increased frequently. In order to reduce the operational cost and also to give a comfortable service to the traveling public, the corporation has proposed to introduce 1000 new buses during the financial year 2008-09 even under strained financial position so as to compete with the private operators and to enhance the quality of service.