CHAPTER-VII

SUMMARY OF FINDINGS, SUGGESTIONS AND CONCLUSION

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7.1 : INTRODUCTION

Human sensitivity has revealed an urge for mobility leading to a measure of society's progress. The history of this mobility or transport is the history of civilization. Moving persons or things from the originating point to the destination, that is, 'Transporters' perform one of the most important activities, at every stage of advanced civilization. Where roads are considered as veins and arteries of a nation, passengers and goods transported are likened to blood in circulation, enlivening economic activity of the country and Passenger Road Transport Service (PRTS) is an essential concomitant of economic development and it must keep pace with the growing requirement.

The existing State Road Transport Undertakings would have to be strengthened both by the Central and State Governments, unlike in the past, with the specific objective to promote an effective, efficient, well-coordinated, comfortable and reliable, environmental, and customer friendly bus system in the urban areas in general and in metropolitan cities in particular.

In the process of nationalisation, one important human aspect was lost sight of. While large fleet owners, though displaced, have diversified business to stay afloat, operators with one or two stage carriage permits, when displaced, had to face traumatic future, losing their capital and earning capacity abruptly and joining the teeming millions of unemployed.

With the growing requirement of Passenger Road Transport Services and the inability of the State owned Corporation to fulfill the need adequately, satisfactorily and economically, even after the lapse of 25 years
after its inception, a reassessment as to whether the policy of nationalisation will meet the needs of the people was necessitated.

Set up in 1961, the KSRTC has contemplated nationalizing the road transport services in the state in a phased manner, subject to availability of resources and infrastructure facilities on 31st March 2004, and now 70.5% of the area in Karnataka has been nationalized.

In the NWKRTC, almost 100% of bus services were nationalized. This Corporation has a total monopoly on almost all routes.

The NWKRTCs ‘Jurisdiction’ is 7 Districts, viz., Dharwad, Haveri, Gadag, Bagalkot, Bijapur, Belgaum and North-Kenara. These Districts consist of 49 talukas with 5217 Villages, of which 5028 villages are connected with Bus facility. The rural Kms covered by the Corporation is 4.50 Lakhs Kms per day. In March 2004, the number of depots further increased to 49 and the total fleet strength increased to 3984 and the staff strength to 21,120.

Hubli Division started functioning from 1st November 1997 with the fleet strength of 484 buses and 3190 personnel. Hubli Division has four Depots situated in Hubli and another one in Dharwad, covering Dharwad District.

In a labour intensive industry like the Transport Corporation, the people- the human resource- create organizations and make them survive, grow and excel. It is their efforts, talents and skills in using other non-human resources such as machines, material, money, technology and time, which result in the creation of useful products and services. If this human
resource is neglected or mismanaged, the organisation is unlikely to do well, and, in fact, it may fail.

Manpower resources begin to assume increased importance in modern days. The failure to recognize this fact causes immense loss to the nation. Thus "Productivity is associated with the nature of manpower." Physical resources will not give results unless the manpower resources are used rationally, optimally and effectively. To be precise, Manpower constitutes primary and elementary resources in all societies.

Appreciation for the relationship between employee satisfaction, customer satisfaction and business results has a significant impact upon how organizations manage the relationship they have with their employees and how they understand, address and influence employees’ attitudes and behaviour through formulating and implementing effective manpower management practices.

The present study is an attempt to evaluate and analyse the manpower management practices followed in the NWKRTC, Hubli Division.

7.2 : SUMMARY OF FINDINGS

The financial and physical performances of the NWKRTC, Hubli Division were evaluated. The financial performance revealed a loss of Rs.632.07 lakhs in 2004-05 with a decreased two-year cumulative loss of Rs.1952.12 lakhs. The total cost of the Division escalated from Rs.5,392.40 lakhs to Rs.9,492.43 lakhs during the period of study. The traffic revenue is more imperative in total revenue. Among the various cost components, the share of personnel cost was the highest amounting to Rs.4,014.30 lakhs (43%).
Regarding physical performance, the fleet strength of the Division increased from 465 to 576 over a period of seven years ending March 31, 2005 with a significant of compound growth rate of 3.83 per cent. The total number of routes operated varied from 860 to 874 with a compound growth rate of 0.18 per cent. As on March 31, 2005, the Division had 312 city routes and 562 mofussal routes.

The fleet utilization has virtually reached the cent percent capacity both in mofussal and in city bus operations, and now it stands at 95 per cent to 98 per cent respectively. Generally, 80 per cent of the total capital is invested in the revenue earning assets, namely, buses. Their utilization should be optimum.

The study reveals that the number of breakdowns per 10,000 kilometres was brought down from 0.21 to 0.11, which reveals a positive sign, but the accident analysis showed an insignificant performance. The total number of accidents decreased from 0.19 to 0.15 during the study period. A breakdown or an accident not only leads to passenger discomfort and annoyance but also causes loss of revenue to the division. The reasons for the breakdown and accidents were poor vehicle maintenance, poor quality of roads and non-observance of the road rules by other transport.

In the NWKRTC, Hubli Division, the effective kilometres operated varied consistently from 483.94 lakh kilometres to 623.00 lakh kilometres over the years, which resulted in the increased operation of dead kilometres ranging from 15.64 lakhs kilometres to 17.79 lakh kilometres during the study period. The study reveals that because of the increase in dead kilometres operation, the revenue of the Division decreased resulting in losses.
An increase in the kilometres efficiency (ratio between scheduled kilometres and operated kilometres) will result in better revenue-earning capacity of the Divisions/Corporations. In the NWKRTC, Hubli Division, kilometre efficiency showed an increasing trend from the year 1998-99 onwards. This is due to road safety and decreased accident tariff.

The study reveals that the number of passengers travelled registered an increasing trend ranging from 600.21 lakhs to 995.82 lakhs with a compound growth rate of 9.86 per cent, which reveals a favourable sign. This is due to operation of buses in viable routes, since almost all the city areas and villages are connected by bus services.

In Hubli Division, the occupancy ratio varied inconsistently from 72.7 per cent to 73.2 per cent during the years under review. If the bus operations are not scheduled according to the traffic demand, there will be lesser occupancy ratio, ultimately leading to poor physical performance. Moreover, the Division cannot withdraw buses on its own route, which fetches less occupancy ratio.

The total staff strength varied from 3059 to 3190 over the years with a compound growth rate of 1.34 per cent. Among the various categories of the staff, the compound growth rates of traffic and maintenance staff were 1.56 and 1.13 per cent respectively. Regarding administrative staff, there was a negative growth rate of (-) 0.12 per cent. The increase in the number of staff was due to recruitment of more staff whenever new buses were added to the Division.

The share of personnel cost in total cost, as per regression analysis showed, a significant proportion over the years. The personnel cost met by the Division on a running kilometre effectively ranged from 4.67 to 5.28
during the study period. This is due to the payment of salary and other benefits revised as per wage settlement recommendation. Payment of more personnel cost leads to more financial burden on the Division/Corporation.

In the NWKRTC, Hubli Division the Chief Personnel Manager is in-charge of manpower planning. Based on the norms fixed by the NWKRTC, namely, 7.95 per bus, the Corporation fixed the manpower requirement every year. The bus-staff ratio ranged from 6.21 to 6.44 during the period of the study with the compound growth rate of 1.08. Hence, it is proved that the Division maintained the correct bus-staff ratio as specified in the norms throughout the period of study, which ultimately led to decreased personnel cost and control financial burden.

All recruitment was made through open competitive examination advertising vacancies in newspapers and displaying the same on the notice board of the concerned office of the corporation. The direct recruitment was considered after taking into account the recruitment of legal heirs on compassionate grounds and transfer of employees from other division/corporations. During the period of study, the operative staff (traffic and maintenance) decrease in strength over the norms was from 493 to 444. It is seen that the Division was trying to maintain bus-staff ratio (7.05 per bus). The overall administrative staff (standard 0.90 per bus) was 0.49 and the overall average decrease in administrative staff strength was 210. The optimum level of appointments will lead to the overall cost reduction of the corporation. Hence, much care should be taken while appointing the administrative staff. Moreover, the operation of buses will not be affected if they are on leave or engaged in other work of official nature. But their service to the Division cannot be underestimated.
The employees on contractual basis in canteens, gardening, civil work, hospitals (other than doctors and nurses) and the like are known as contingent staff. Personnel department has been ignoring the contingent staff while computing the bus-staff ratio.

The principle of reservation policy for appointments was inconsistently followed in the NWKRTC. On an average basis, the Division reservation regarding SC/ST was 16.12 per cent, as against the Government's standard norm of 18 per cent.

The promotion policy of North-Western Karnataka Road Transport Corporation is based on 'seniority-cum-merit'. Promotion is given to various categories of employees after the appraisal of their performance by a review Committee. During the study period, total number of employees in Hubli Division promoted ranged from 536 (17.52%) to 380 (11.91%) which reveals that there was only a limited scope for further promotions. Further 25 per cent of the staff was recruited directly of higher posts, minimizing thus the chance for promotions for the existing staff.

All the STUs in Karnataka follow three types of transfer policies, namely, mutual Divisional/Corporation transfer, internal transfer and external transfer. The number of transfers done by the Division varied from 100 to 156 over a period of seven years. About half of the transfers in Hubli Division were transfers within the Division. Such transfers were done based on individual request of the employees. Moreover, compulsory transfers were done within the Division/Corporation when new Depots were opened or when there was some confrontation with co-workers, management, local public and the like.
The NWKRTC has two Regional Training Institutes, one each at Hubli and Bijapur. Officer level training is given to all officials all employees training given by CIRT. Corporation conducts training programmes, which consist of internal and external training. Experts are drawn from various Fields to conduct internal training programmes periodically. Training imparted to individuals in the traffic department from varied 30 to 229 with a compound growth rate of 41.07 per cent. The maintenance employees who got themselves trained ranged from 28 to 76 with a negative growth rate of 20.79 per cent, and the number of administrative employees who was trained varied from 07 to 21 per cent with a compound growth rate of 12.53 per cent during the study period. Since external training programmes are conduct by sponsoring agencies free of cost, the expense met by the Corporation was reduce considerably from Rs.88,977 to 79,894. Proper training reduces the cost of operation by reducing the fuel cost, unnecessary breakdowns, accident rates, the cost of spares and the like.

In the NWKRTC, Hubli Division, a well-defined single-tier pay structure is followed. The Memorandum of Settlement reached between the management, NWKRTC, Employees Federation and representatives of trade Unions, once in four years, for the working group, supervisory group and managerial group of employees, fixes the remunerations. There has been a steady increase in the remuneration to the employees over the years. The remuneration disbursed ranged from Rs.19.45 crores to Rs.30.58 crores during the study period with a compound growth rate of 9.62 per cent.

Apart from basic pay, the employees are provided with Dearness Allowance and House Rent Allowance along with allowances like collection batta and other allowances. During the period under review, the collection batta increased with a compound growth rate of 5.06 per cent and other
allowances showed an increase trend with a compound growth rate of 55.66 per cent. The total allowances paid by the Division to its employees ranged from Rs.1,40,46,394 to 2,18,00,269 with a compound growth rate of 10.31 per cent. Payment of more allowances was due to the revision of the rate of allowances in each wage settlement. Though the allowances paid are increasing every year, it will certainly motivate the employees directly to generate more revenue to the corporation.

In the NWKRTC, Hubli Division, the employees enjoy leave benefits like casual leave, casual medical leave, earned leave, maternity leave, study leave, national and festival holidays, compensatory offs and the like.

All eight Divisions in the NWKRTC follow individual and group incentive schemes. The incentive schemes made available to the employees of Hubli Division are traffic incentives, maintenance incentives, general incentives in Depot, General incentive scheme in Divisional stores and Divisional workshops and General Incentive Scheme for Divisional office/Regional Workshops, Printing Press and Central Office employees. The amount of incentive paid by the Division ranges from Rs.31,29,564 to Rs.20,48,756 during the study period with a negative growth rate of 10.00 per cent. The total number of employees who got incentives over the years varied from 3,093 to 3,177 with a compound growth rate of 1.49 per cent. Hence, it is proved that, the incentive schemes have not motivated the employees, which is an insignificant sign of efficient operation of Division.

According to the Bonus Act 1965, Bonus/Ex-gratia shall be paid to the employees subject to a maximum of Rs.2,500/- in accordance with the provision of the Memorandum of Settlement. The employees whose pay comes under the ceiling limit will be paid bonus. They will be given Ex-gratia if the Corporation makes profit, subject to the approval of the State
Government. The total amount of bonus/ex-gratia paid by the Division decreased from Rs.1,31,20,548 to Rs.22,72,730 with a negative growth rate of 11.27 per cent. Although big amount are not involved in payment of bonus/ex-gratia, such payments are inappropriate. They do not keep the atmosphere friendly.

To improve staff productivity, Hubli Division has designed a scheme of labour welfare measures which are grouped into ten categories. They include facilities, like housing, food, monetary benefits, medical benefits, fringe benefits, education, free bus pass, sports and culture activities, awards and future benefits. The amount spent on total welfare expenses increased from Rs.1,04,22,447 to Rs.1,35,55,032 with a compound growth rate of 8.53 per cent during the study period. Although, big amount is involve in meeting such expenses, this lead to the satisfaction of the workers.

Employer –Employee relations refer to the relations that exist in the Division between the management and the employees. Apart from salary and wages, incentive schemes and welfare facilities, trade union management, settlement of industrial disputes, grievance handling and workers’ participation in management, good employer – employee relations are necessary for sustaining and developing a high level of productivity. Factors influencing employee relations were analysed by conducting surveys among 250 sample workers.

The NWKRTC is running two dispensaries one at Hubli and another at Bijapur. These dispensaries are providing out patients’ treatment facilities to the employees and their family members. One Sr. Medical officer is also working at the NWKRTC Hospital at Hubli. Around 37 part time Hon. Medical consultants are functioning at various depots of the NWKRTC. In Hubli Division, 13 per cent of the sample of workers felt that the facilities in
hospitals were moderate. Nearly 92 per cent of the employees felt that the facilities and the overall working environment prevailing in the Division were satisfactory.

About 80 per cent of the employees felt that the Division had been implementing the various labour laws fully. The majority of the workers (69%) viewed that, punishment was given to workers on valid grounds.

Most of the traffic category of employees (55%) felt that the relationship with the supervisors was not helpful to them. The corporation was not implementing all the provisions of wage settlement, as viewed by more than 60 per cent of the employees. About one thirds of the employees were unaware of the standing orders.

The majority of the employees (50%) stated that the cause for strikes was the demand for higher wages, and 24 per cent of the employees stated that they indulged in strikes to get higher bonus. Most of the workers (83%) supported conciliation as the preferable method for settlement of their disputes.

The NWKRTC, Hubli Division has 03 trade unions. Nearly 80 per cent of the employees are members of only trade union, and the remaining employees are members of two or more unions. Nevertheless, year after year the employees are not interesting to participating trade unions. Most of the workers (89%) felt that the management was recognizing and maintaining cordial relationship with the trade unions.

Most of the workers (62.01%) in the Division had grievances against the management. The management redressed the grievances at the rate of 89 per cent immediately. Quick action followed in the disposal of grievances,
as viewed by 68 per cent of the employees. 41 per cent employees represented their grievances to the management through trade unions.

In the Hubli division, workers' participation in management was not encouraged, as viewed by 87.2 per cent of the employees. The majority of the workers were unaware of such a concept. However, almost all workers wanted to participate in decision-making. But the management adopted such a concept only at the time of wage settlement which took place once in four years and at the time of yearly bonus settlement.

For analytical purpose, among the sample respondents on 70 per cent employees were under the traffic category, 17.2 per cent were under the maintenance category and the remaining 12.8 per cent were administrative employees.

The attitude of the employees towards manpower management practices analysed through Chi-square Test revealed that there existed an insignificant relationship between the levels of attitude and the factors like age, sex, marital status and community of the employees. Further, the analyses proved that there existed significant relationship between the levels of attitude and education, category, salary and length of service of the employees.

The opinions of the employees and the management were compared by using Rank Correlation Co-efficient Technique by taking 25 samples from the Management category and 250 samples from the employees. It revealed that there existed a positive correlation among the factors, like recruitment, promotion and training, work allotment, work-load, transfer, salary, incentives and memorandum of settlement whereas there existed a
negative correlation among other factors, like working condition, welfare measures and grievance redressal.

The various problems connected with implementing manpower management practices in NWKRTC, Hubli Division are analysed and ranked by adopting Garrett's Ranking Technique. It revealed that rigid the KSRTC rules and regulations, inadequate allowances, salary and wages are not according to the present cost of living index. Difficulty in getting reimbursement of employees and low quality foods served through canteen were the major problems.

7.3 : SUGGESTIONS

In our perspective, the new policy should ensure that there is inbuilt scope for readjustment of service in accordance with the change in the need;

Ensure that the pricing of the service will be fixed periodically, ideally annually, or whenever there is a major increase in the in-put cost, independent of extraneous considerations, by a statutory Authority, consisting of a Judicial Member, a Financial Analyst and a Technical Member, whose decision will be a binding on the Government for implementation.

Ensure that there is scope for the State subsidizing the loss making routes deliberately required by the Transport Authorities to be operated, in public interest, and such subsidy should be in the form of grant of the route to any one who asks for the minimum compensation.

(1) To replace the overaged assets in a phased manner and to ensure that in future arrears in this regard are not allowed to build up;
(2) To modernise the transport infrastructure on the basis of new technologies;

(3) To ensure that the existing capacity is effectively maintained, that such maintenance is provided for and that provisions so made are in fact used for the purpose for which they are meant;

(4) To maximise the utilisation of the existing assets through higher productivity to be achieved through technological improvements as also more efficient management and operation;

(5) To give priority to the completion of essential ongoing works which add to the capacity of the system

(6) To conserve energy, particularly, diesel to the maximum extent possible;

(7) To give special attention to improve accessibility to villages;

(8) To reduce transport effort by inter-related policy measures, like dispersal of industries, balanced regional development and rational land use planning;

(9) To avoid sectoral mismatches and duplication through integrated planning of mineral, industrial, energy and transportation development.

(10) To promote multi-modal transport operation through the introduction of container services etc;

(11) To have a cost based price structure and to improve the financial viability of the undertakings.
Decentralization of power is very much needed. Depots should be empowered to take proper, suitable decisions to avoid unnecessary delay in action. Since depots and workshops are only operating units in the corporation, the required supervisor staff and two managers for traffic and mechanic should be deployed immediately for effective operation of service.

The NWKRTC has adopted an effective and prompt recruitment system. Along with this, one more step it has go-ahead by starting recruiting of “Driver-cum-Conductor-cum Mechanics” to increase productivity and to avoid under utilisation of the staff during slack seasons. And the existing ministerial staff has to be trained to handle multiple jobs.

In India, most of the State Transport undertakings are under losses. North-Western Karnataka Road Transport Corporation was one of them. Due to increase in diesel cost, spares, salary of staff, anti-corporation government policies and social obligations on corporation, it seems that in future it is very difficult to make profit by the STU’s of India.

Hence, considering all the above sectors the corporation should convince the Government, that Transport service has to be considered an essential service, and its losses should be borne by the Government itself. It will help among the employee like work satisfaction, reducing in work tension and other side Corporation can create proper infrastructure to its employee and travelling passengers. Ultimately, it will help to compete with private operations.

The NWKRTC is a labour-based industry. It has to establish centralized training institute, which has to be suitable to all categories of employees. This institute should have well equipped and trained faculty, like the CIRT, Pune and minimum 1 to 2 percent of earned revenue has to be
spent as training expenditure at the corporation level. Officer Cadre training centre is too created immediately. At present training programme, expenditure on training is not satisfactory to meet the on-going development of transport. As a result, most of the employees are ignorant of recent developments.

Every year all officers and supervisory staff should sent for training and refresher course. Policymaking, performance review and the like should be conducted on top priority. Category wise and trade-wise specific programmes should be conducted to up date the knowledge of the employees.

Need based training is to be given to the conductors and drivers. The training programmes are to be evaluated regularly by the personnel department and, if necessary, the training programmes are to be modified.

The Corporation should seek more sponsoring agencies to conduct periodical training programmes to Divisions/Depots Employees. More medical facilities should be provided to the workers. The Division /Corporation’s dispensary should be well equipped with all modern medicines.

The department structure of the NWKRTC has to reshuffle to meet the latest development and effective handling of work, and to avoid overlapping of works and non-co-operation among the departments.

1. The Human Resource Department has to be establishing a personnel training centre, public relation and labour & welfare unit should come under this department.
2. Planning, Statistical and Systems department: Under this department, planning, statistical and systems unit should be established to take care of proper planning the future.

3. Civil department should utilize its resources to maximum extent possible in such work as construction and proper maintenance of staff quarters, bus-stations, depots, workshop and commercial complex etc.

4. Commercial/Marketing Department:

Only 2 to 3 percent of commercial revenue is generated, out of total revenue of the corporation. But there is so much potential to expanse and generate more commercial revenue up to the 10 percent of the total revenue. Every day 17.50 lakhs passengers are moving from bus stations. All bus stations, depots and vacant lands are located in the heart of the city and potential business place. This place can be utilized to build up commercial complex on BOT system. To proper expansion of commercial business at the corporation level, the marketing department should be established and business professionals should be recruited or existing officers may be trained on top priority.

There is a lot of scope for advertise marketing, courier service, parcel, and business collaboration with other departments and companies as a business partner to generate more commercial revenue to meet the gap between cost and revenue.
5. Adoption of Information Technology:

"The span of control system" in the corporation is 1:600. It is amazing that each officer or supervisor has to handle around 600 employees whom under him. Compared to other industry, it is very difficult to oversee the class-IV employee in transport industry. Hence, the corporation has to establish immediate powerful and well equipped systems department to implement information technology/E-governors in all offices, like depot, bus-station, division, workshop and corporate office to effective monitor day-to-day work effectively and also to make it convenient to the officers, employees and public. This unit should work under the systems department with a professional who has to be recruited or the existing officers should be trained and deployed on top priority.

6. Government Policy:

Since the NWKRTC is a government undertaking, it has to work according to government policy, rules and regulations. As a result, it has many social obligations, like issuing of free and concession passes to freedom fighters, physically handicapped and students. On other hand, 50 percent buses are to be operates on non-potential routes, like villages, which are lesser, then 25 percent of travelling passengers. But it is the burden duty of the corporation to provide minimum service to all motorable villages, irrespective of profit/loss. As a result, corporation is incurring a heavy loss.

To meet this loss the government has to grant subsidy to the Corporation to the extent of free and compulsory services which are running under loss, and also tax policy, like motor vehicle tax and entry
tax on spares diesel, issuing permits to private operators has to be rationalized to the extent of making it convenient to the NWKRTC. It will help the corporation to improve its quality of operation.

According to Industrial Factories Act 1948, Section 11 to 77 has to be strictly adopted in the corporation for health safety, welfare, working hours and employment of young persons.

Most of the employees, i.e., more than 90%, are involved in the work, which comes under risk and working with machinery and tools. Every year maximum employees are involved in accident and injuries while on duty, and some others are facing sugar, BP, weakness etc due to work pressure and tension. In view of this factor, the existing dispensary facilities are not enough to meet the needs. Hence, the corporation has to establish its own well-equipped hospital at Hubli, and as instead of honorary doctors, it is better to recruit specialists like, the Indian Railways.

Only three to five percent of employees have been provided with staff quarters due to shortage of constructions. Compares to the Indian Railways, the NWKRTC does not have sufficient accommodation facilities to its employees. Hence, on top priority, all depots and divisions should have sufficient staff quarters. Then only corporation can extract effective work from the employees.

The employees should be served with quality food through the canteens and the canteens must be neat and tidy. The leaders of the trade unions, affiliated to the ruling political party, should not be allowed to interfere with official work. It is for the Management to consider this issue seriously. A committee may be constituted to discuss the unsolved
problems relating to the workers. The management should attend to the

grievances of the workers immediately, without causing any delay. To
create a sense of belonging in the minds of the workers, workers’
participation in the management is to be encouraged.

The enormous growth in total traffic volumes and the shift in the
market share of traffic in favour of road transport have important
implications for policies related to the road transport sector. While the
importance of an adequate road network hardly needs to be reiterated,
the essential thrust of policies would have to be on creating a more
competitive regime in order to improve the productivity of the road
transport system. The State Road Transport Undertakings will have to
compete with the private sector even though the former may continue to
play a dominant role. Ultimately, it is only an efficient public sector that
can help the Government meet its social obligations. The major thrust
for augmenting the transport capacity to meet the expected demand has
to be improving the productivity of the existing facilities through
technological improvements as well as improvement of management
practices rather than on building up additional capacity. There is a
substantial scope for improvements in the productivity of assets as well
as manpower in respect of different modes of transport.

Productivity of Hubli Division can needs to, be further improved.
Measures to be taken in this regard include continuance of the emphasis
initiated in the seven year period on replacement of overaged fleet,
creation of maintenance facilities and inservice training of staff for both
operations and maintenance, and adoption of improved management and
operational practices to improve manpower productivity. The fare
structure should be periodical reviewed and must reflect the cost
structure.
7.4 : CONCLUSION

It is a well-known fact that the greatest asset of any concern lies in the potential of the people who operate it. The NWKRTC, Hubli Division, a public utility, operates under the close NWKRTC Regulation and labour union influences. The employees’ set-up is highly mechanized. The personnel department is rigidly limited to making decisions. The employees who work in this atmosphere merely need to know and follow the rules. Individual initiative is quite circumscribed. Moreover, the changing economic environment poses new challenges for manpower management. In the case of Divisions in NWKRTC, there should be a cautious blend of what is relevant in the existing set up and the new equations for the future. In NWKRTC, manpower management is inadequate and requires total revamping. There should be a three-tier approach to suit the supervisors, workers and managers. At the same time, trade unions must be involved in evolving stagiest, which will help manpower management as a means for improving productivity and performance.

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