CHAPTER-VIII

IMPORTANT FINDINGS
AND
SUGGESTIONS
After almost a sluggish economic growth for four decades since Independence, Indian economy has picked up a pace to match its plans and goals. Village India is slowly and surely becoming Urban India and motor vehicles of every description are becoming an assertion of freedom. It is expected that by 2011 A.D. two thirds of India’s population will live in urban areas on account of improved transport services. It is said generally that India lives in its villages: but the macro-economic policies are ensuring that its people will increasingly live and earn in the cities.

1. Despite the skyrocketing jump in the number of personalized vehicles, trucks and buses will carry 3/4 of the passenger as well as freight traffic by roads. Though individual vehicle ownership is bound to increase rapidly, the need for and the installation of mass transportation systems will by and large determine the quality of life.

The fast expansion of bus services in Haryana accelerated the pace of development in all spheres of economic activity. Every village in Haryana has been provided with link roads. Bus service is also provided on all routes.
2 It is because of good organizational structure that its total fleet of 3864 buses covers a distance of 1.15 million kilometers per day.

3 Well equipped workshop is established at every Depot level at the District Headquarter.

4 Total strength of Depots, Sub-Depots increased to 20 and 17 respectively in 2009 over the State besides a number of Bus Queue Shelters.

5 Government of Haryana made sincere efforts in linking remotest parts of the State with metalled roads. Road Length as it was only 6137 kms. in 1966-67 and reached to a great number of 24505 kms. in 2007-08.

6 A big share of the total revenue of STUs is spent on manpower. HRD has to play an important role to improve the efficiency and productivity of employees working in the STUs.

7 The new strategies of STUs are aimed with user's satisfaction and competition in the market with private operators. Under new strategies, an effort is made to make the STUs more customers driven focusing a new set of cultural values and priorities.

8 The employee in STUs in India are paid well in comparison to their counterparts in private transport enterprises. But the reward system in STUs lacks objectivity. In STUs, administration cleans to practice a good feedback system in all the Depots under its direct and indirect control.
Buses to accommodate the increasing number of passengers. One can view in table-1 that Government of Haryana left no stone unturned to meet the growing demand of the buses. Buses which were only 567 in 1967-68 increased to 3294, 3332, and 3420 in 2004-05, 2005-06 and 2006-07 respectively. With the increasing size of fleet, substantial growth was registered in the kilometers operated/performed daily. Operated kms per day increased to 11.13 lakh kms in 2006-07 from a low level of 1.08 lakh kms in 1967-68 (almost 10 times).

HARSTU is at the top place comparing to other three STUs as far as fleet utilization is concerned. One can notice that for HARSTU, fleet utilization is almost stable during the period from 1992-93 to 2007-08. It varies from 90.8 percent to 97.6 percent. An over age vehicle can not be operated optimally as it consumes more quantity of diesel. Therefore, every STU prefers to keep the numbers of overage buses at the minimum compared to its total fleet size. HARSTU occupies the first place in terms of total numbers of overage vehicles to total fleet. In the beginning years of study, this ratio varied between 10 to 14 percent but later on as a result of corrective measures taken by government it went on improving. For HARSTU, this ratio decreased to 1.12 and 1 percent in 2006-07 and 2007-08 respectively.

It is revealed that number of accident One lakh kilometer has been decreasing for all the STUs during the period of study. PJBSTU occupies the first place. For PJBSTU, it has reduced to 0.06, 0.07 and 0.04 in 2003-04, 2004-05 and 2005-06 respectively. It indicates that PJBSTU is able to manage the number of accidents to a great extent. HARSTU comes at
second place. For HARSTU, it reached to 0.21, 0.20 and 0.19 in 1994-95, 1995-96 and 1996-97 respectively.

Fuel efficiency that is calculated in term of km per liter of diesel is considered as a very good parameter of the operational efficiency of any STU. For HARSTU, it increased to 4.92, 4.97 and 5.03 in 2005-06, 2006-07 and 2007-08 respectively.

Staff per bus ratio gives the number of employees after a bus. It is considered to be a very good parameter of the operational efficiency of STUs.

As far as HARSTU is concerned, very slight variations may be viewed in graph-5. During the entire period of study it varies between 5.07 and 5.96. The HARSTU has not been able to witness any significant improvements in the ratio for last two decades.

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It may be noticed that for HARSTU is at the top place among other STU's as far as vehicle productivity is concerned. Vehicle productivity for HARSTU increased to 354.31, 325.31 and 331.03 kms in 2005-06, 2006-07 and 2007-08 respectively from the lower level of 296.23, 288.30 and 286.12 kms in 1996-7, 1997-98 and 1998-99 respectively.
The HARSTU undisputedly occupies the first place in the list of STUs. During the early period of study, the ratio stayed at very high level of 84.70, 84.95 and 88.51 in 1993-94, 1994-95 and 1995-96 respectively. But due to inappropriate functioning, policy lacking and other reasons, it witnessed a sharp decline. It decreased to 65.52, 64.92 and 67.31 in 1998-99, 1999-00 and 2000-01 respectively.

After 2004-05, PJBSTU surprisingly captured the top position. In view of the corrective measures taken by the Transport Administration of Haryana, it increased to 330.05 and 331.92 in 2006-07 and 2007-08 respectively.

During the period from 1992-93 to 1997-98, HARSTU occupied the top place in this respect of Manpower Productivity is concerned. HARSTU. Manpower productivity stayed at low level of 55.00, 56.71 and 56.98 in 1992-93, 1993-94 and 1994-95 respectively increased to 62.72, 64.19 and 64.38 in 2005-06, 2006-07 and 2007-08 respectively.

The personnel cost was highest in HST in 2007-2008 (increased from 192 paise per km in 1993-94 to 719 paise in 2007-2008), followed by RSRTC (242 to 580 paise), UPSRTC (320 to 432 paise).

In percentage terms RSRTC recorded a maximum increase in the material cost during the study period (72.4%), compared to the base year 1993-94, followed by HST (62.4%), STPJB (47.1%) and UPSRTC (27.4%). From 2000 onwards material cost (tyres, tubes and spare part cost) has shown a mixed trend.
In percentage terms the taxes paid by HST has shown a maximum increase during the study period (35.6%) compared to the base year 1993-1994, followed by RSRTC (12.4%) only.

The HST topped the list in interest payment in 2007-2008 (increased from 22 paisa per km in 1993-94 to 57 paisa in 2007-2008) UPSRTC and RSRTC showed a decline of 5 paisa and 8 paisa in interest payment per km.

In percentage terms UPSRTC recorded the maximum increase in depreciation provision during the study period (125.9%), compared to the base year 1993-94, followed by HST (92.9%) and RSRTC (8%).

The total cost in paisa per km in the STUs selected for this study varied between a minimum of 702 paisa per km (UPSRTC) and minimum of 791.5 paisa (STPJB) in 1993-94 and between 2009.91 paisa (HST) and 1319.85 paisa (UPSRTC) in 2007-2008.

In 2007-2008 HST earned the maximum revenue (increased from 792.1 paisa per km in 1993-94 to 1762.6 paisa in 2007-2008), followed by RSRTC (807.2 to 1668.3 paisa) and UPSRTC (688.5 to 1368.2 paisa).

74 passengers out of 160 i.e. a percentage of 46.25 in Intra State Transport Operation category strongly agree that buses of Haryana State Transport are safe to travel and they gave a positive response to all the statements formulated for the purpose of measuring safety aspect.
In Intra State Transport Operations 55% of the passengers are completely satisfied and 27.5% of them are moderately satisfied with the safety aspects of the buses traveling from Haryana to another states.

77.6% of the passengers in Inter-State Operations category are satisfied with the punctuality, regularity and frequency of the buses in comparison to 60 percent in the intra state category.

Also more no. of passengers are dissatisfied with the comfort and convenience aspect of Haryana State Transport in case of Intra State Operations in comparison to Inter State Operations of the Transport Buses.

This can be attributed to the fact that more no. of buses of latest models, Air Conditioned Buses, and Haryana Gaurav – Aam Aadmi ki Khas Bus” etc. travels on inter state routes in comparison to internal routes of Haryana.

55 percent of the passengers in intra state and 60 percent of passengers in inter state category are satisfied with the behaviour of crew members towards them. However, a large percentage of travelers i.e. 45 percent and 40 percent respectively in both the categories are not satisfied with the behaviour of the staff members of the buses.

As many as 70% of the passengers in the first category and 88% in second category are satisfied and they were of the opinion that late night and early morning bus services to major cities such as Delhi, Chandigarh, Gurgaon and Jaipur etc. is available from all the district headquarters of the state.
SUGGESTIONS

1. Privatization should be effected in two ways. The first is for the Government to disinvest in STUs and offer shares to the public. This should reduce the bureaucratic role of the Government in exercising power without responsibility and hopefully result in a more professional management.

2. Private sector should also be guided to blend efficiency and professionalism with environmental concern and safety.

3. There should be a re-look at the entire transport policy and to adopt a proactive stance to invest in Public Transport in the cause of cleaner environment, greater safety and reduction in per-capita consumption of petroleum products.

4. Fuel efficient technologies be encouraged as a long-term measure and manufacturers should be required to produce environment-friendly vehicles.

5. A professional regulatory body to plan for transport needs in keeping with economic and social priorities. It should advise the Government on various issues such as fares, taxation and subsidies so that ultimate burden does not affect investment in the transport-sector.

6. To compete with the private sector it will have to improve itself in the field of Research and Development, planning, training and in giving more and more facilities to the ultimate consumers/users of buses within the buses and at the
Bus-stands also. Issues like technology up-gradation, environmental effects and modernization of its workshops and bus-stands will have to be taken into consideration so that the Government may carry out its commitment of providing adequate, well co-ordinated, economical, safe, comfortable and efficient transport services to the people of the State.

7. These STUs should have proper top-down communication and not top-down direction.

8. The STUs are bound to adopt changes in their working style. These have to frame strategies to cope up with the changes in the external and internal environment.

9. To remain and regain their customers, STUs have to develop effective human resource development practices to improve the morale and satisfaction of their employees as there is a direct link between employee satisfaction and profitability in several service sectors.

10. The trust should be on evaluating the performance of the person and not the per-se

11. System should attempt to assess the key performance areas (KPAS)

12. The onus of appraisal should be on the appraisee. The superior’s role should be to help the subordinates in relating their self appraisals, their targets, plans for the ensuing period to the realities of the organization

13. Training need analysis should be carried out on a regular basis at three levels – organization, job and person.
14. Performance appraisal system should be extensively used in identifying training needs.

15. Rewards and incentives programmes must be redesigned with the emphasis on customer service giving due consideration to efficiency and effectiveness.

16. To determine the levels of empowerment, it is also opinioned that HRD instruments like business strategy, tie to customer, technology, business environment and types of people should also be taken in to account.

17. HST needs to adopt appropriate management techniques so that it can utilize its available buses in the most optimum way otherwise the financial health of HST will keep on deteriorating.

18. Proper planning be adopted for the removal of overaged buses so that the operational cost could be controlled.

19. The efforts should be made by the Government such as training of drivers, conductors, proper servicing of buses, good quality roads etc. so that no. of accidents may be reduced.

20. State government needs to take corrective measures to improve the fuel efficiency of the buses.

21. Staff per Bus Ratio of HST reflects that there is an urgent need to take some measures to improve it by proper scheduling of buses and routing thereof.
22. Vehicle Productivity can be improved by increasing the operational region of HST and by increasing the route length for the entire fleet.

23. Though HST occupies the first place in the list of STUs with regard to occupancy ratio still there is a possibility for its improvement by making good HR policies and better customer orientation.

24. To control the Personnel Cost per k.m. there is a need to have effective Wage and Incentive policy so that greater exchequer also results in greater productivity.

25. Material Procurement and Usage Policies of HST needs to be reformulated by incorporating the better policies of other STUs.

26. Proper policy for retiring of high cost debt should be made so that the burden of interest cost can be reduced.

27. The introduction of Volvo Buses (with increased fare), increase in the frequencies of buses at profitable routes, more weightage to inter-state routes, withdrawal of buses from unprofitable routes and rationalization of the jobs of bus drivers, conductors and other officials etc. should be made.

28. Need for policy on utilization of right of way (ROW) of National Highways.

29. Study the implementation of various provisions of the Control of National Highways (Land & Traffic) Act, 2002, its effectiveness and the modifications required.

30. Need to establish guidelines for Asset Management inventories, creation and updating of relevant records.
31. Need for developing intervention criteria for maintenance / rehabilitation / disposal of highway assets.

32. Need to develop norms for depreciation of road assets to establish the market value of a road stretch. This will be quite relevant for BOT/Annuity projects.

33. Need to develop norms for road user participation in highway asset management. This aspect will gain importance once GQ/NHDP will be tolled and road user will demand quality service for their payments.

34. Need to develop norms for establishing ROW boundaries understandable to Engineers for effective land management.

35. Establishing norms for setting up wayside amenities for all income group road users.

36. Need to study impact of ribbon development on speed, accidents & road capacity.
37. Need to study impacts of road access on speed, accidents and feasibility of paying charges for access denial / permission on road capacity.

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