A STUDY OF WORKING CONDITIONS IN MAHARASHTRA STATE ROAD TRANSPORT CORPORATION AND ITS EFFECT ON WORK EFFICIENCY OF BUS DRIVERS

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ABSTRACT

The recent strike of bus drivers of Maharashtra State Road Transport Corporation (MSRTC) attracted attention of laymen to leaders towards the working conditions of bus drivers in the organization - MSRTC, providing transport service with 16500 buses to 7 million passengers per day. In every organization Human Resource is the key factor to bring success to it. In this, the researchers examined the effect of working conditions on work efficiency of bus drivers in MSRTC. In respect of specific transport unit, the efficiency and satisfaction of drivers will affect service, finance, marketing and also image of the organisation. Hence, it is a time to analyze the effects of working condition on work efficiency of drivers. This may facilitate the managers of Corporation to frame suitable policies and procedure to adjust changing service requirement in transport sector. The researches’ revealed that Human Resource (HR) practices have direct and indirect effects on employer and employee relations. The research suggests that the Corporation should initiate necessary steps to rectify the existing working conditions suitable to the satisfaction of employees and organization. The paper ended with a discussion on present status of working conditions and driver’s efficiency and limitations of the research and scope for future studies.

Keywords: Human Resource, Working Conditions, Work efficiency

INTRODUCTION

Like Nationalised banks, the Government controlled transport facility is preferred and trusted by common public, who constitutes a larger section of Indian population. In the state Maharashtra, the Maharashtra State Transport Corporation (MSRTC) is
established by State Government of Maharashtra as per the provision in Section 3 of Road Transport Corporation (RTC) Act 1950. The M.S.R.T. Corporation is operating its services by the approved scheme of Road Transport Published vide Notification MVA3173/30303-XIIA dated 29.11.1973 in the official gazette. The first public transport bus service was started in Maharashtra in 1948. The increasing demand of Public Transportation forced the State Government to establish MSRTC in 1973. Since its establishment, MSRTC has been providing passenger bus service in every corner of Maharashtra. Though, the State Transport (ST) is facing challenges of increasing diesel cost, maintenance cost and threat from private transport services, it could achieve its objectives and truly living up to its policy statement of “jithe rasta, tithe ST” (where there's a road, there's a ST bus)!. At present the MSRTC has developed a network of 31 regional offices in the Maharashtra State to provide good service to the common man to achieve its motto “Pravashanchya Sevesath” (For the service of passengers)

On 16<sup>th</sup> October 2017 midnight, the employees including drivers went on strike causing hardship to large number of commuters’ right in the Diwali Period. This extreme reaction of employees were their outrage towards their working conditions, salary, working hours, officer-employees relations and so on. This has drawn an attention of not only Government but also society in large. It is required to consider this issue from Human Resource Development (HRD) point of view in MSRTC. HRD has a multi-dimensional goal. HRD concentrates on overall development of employees as they are regarded as an asset of every organization. The main aim of HRD is to preparing employees of the organization to perform role to complete assigned tasks so as to achieve organizational objectives. “Human Resource Development is a continuous process to ensure the development of employee dynamism, effectiveness, competencies and motivation in a systematic and planned manner’.(HRM, Biswajeet Pattanayak, 2004) The drivers, conductors, mechanics, controllers, depot managers, station managers etc. are the executers of MSRTC activities. These employees need to be encouraged to achieve high competency through different motivational measures such as monetary compensation package, good working conditions, recognition, rewards and
also family welfare. The drivers of buses are regarded as backbone of MSRTC as the life staring of large number of passengers, on whom MSRTC depends, remains in the hands of them. The drivers build image of MSRTC. Hence, the physical and psychological aspects in respect their working conditions need to be discussed time to time.

**IMPORTANCE OF WORKING CONDITIONS TO MAINTAIN AND IMPROVE EFFICIENCY FROM THE PERSPECTIVE OF HRD:**

There are two dimensions of Job Satisfaction among drivers of MSRTC viz. 1. Job Characteristics and 2. Working Conditions. The below given chart describes the expectations/dimensions of Job Satisfaction. *(Refer Fig 1)*

A satisfied employee works efficiently in the interest of organization. In this work, it is observed that he drivers have their minimal expectations towards their job characteristics and working condition. Because, they are more comfortable with this job as the MSRTC is a Government undertaking and they carry a sense of Government Job. If an organization has to prepare employees for high efficiency, it is must to provide better working conditions to support better job performance. Rather, it can be said that the better working conditions reenergize the employees to contribute their efforts with zeal and enthusiasm towards organizational goals. This ultimately results in Job satisfaction and commitment towards self and also organization

**Literature Review**

Human resource of the organization is a prime key factor among all other components of the producing goods and services. The MSRTC should make sincere attempt to understand their human resources in its Corporation” Mr. Ingle Sangapal Prakash has discussed the various problems in respect of accident, fares, timings, pricing policy, low capacity utilization, excess unemployment,
poor accountability, increasing rate of diesel, political interference, accidents, private transport agencies & private vehicles, burden of social obligations, cleanliness/sanitation, women conductors’ problems, fares, timings, managerial inefficiency, natural calamities, etc. and discussed suggestions to overcome problems. The suggestions in this paper are more concerned with passengers and MSRTC as an organization.

Manisha Karne and Anand Venkatesh, (June 2003), “Analysis of Productivity and Efficiency in MSRTC”, have examined whether changes in firm size will improve physical productivity and financial performance. This work has covered all regions of MSRTC in respect of improving productivity and Technical efficiency.

Abdul Raziq and Raheela Maulabaksh (2015) have highlighted in the paper “Impact of Working Environment on Job Satisfaction” that there is a positive relationship between working environment and Job Satisfaction.

**Research Gap :**

In respect of transportation the most of the studies are comprehensive in nature. It a need of an hour to focus on the micro aspects of Public transport agencies such as drivers, conductors, mechanics, administration and so on. The induction good HRD system shall have multidimensional effect on specific transport service unit. There are several areas in respect of MSRTC which needs attention to undertake research in the line of HRD, finance, marketing, technical and technology, psychological and social areas.

**Research Methodology:**

The information needed to proceed in the project had been collected through primary data i.e – Questionnaire, Interview, Discussion & secondary data from official documents, corporation’s manual, journals, magazines and websites.

Methods of sample selection – Simple random sampling method are used for sample selection.

**Sampling Method:-**

A sampling procedure is a technique of selecting a sample from a given population. The sampling method used was stratified random sampling method. The Sample size used in the project is 220.

For hypothesis testing Chi square test is used.
Data Analysis & interpretation:

1. Working hours of Bus Driver (Refer Fig 2)(Refer table 3)

   Interpretation:
   According to the analysis 16% drivers have normal working hours, while 84% drivers have more than normal working hours.

2. Get overtime allowance for extra working hours (Refer Fig 3)(Refer table 4)

   Interpretation:
   According to the analysis all the drivers (100%) gets the overtime allowance for extra working hours.

3. Facility provided by MSRTC in the rest room(Refer Fig 4)(Refer table 5)

   Interpretation:
   According to the analysis 4% drivers opinion the rest room facility provided by MSERT is Average while 96% drivers have expressed opinion that the rest room facility provided by the MSERT is very poor.

4. Canteen facility provided by MSRTC to bus driver(Refer Fig 5)(Refer table 6)

   Interpretation:
   As per the analysis 8% drivers have opinion that canteen facility & food quality is average, while according to 92% driver’s opinion the canteen facility & food quality is poor.

5. Consideration for higher Promotion by MSRTC to bus driver(Refer Fig 6)(Refer table 7)

   Interpretation:
   According to the analysis 90% drivers opinion that there is chances/consideration for higher promotion, while according to 10% drivers has no opinion.

6. Low performance of MSRTC(Refer Fig 7)(Refer table 8)

   Interpretation:
   The analysis reveals that 93% drivers opinion that excessive political interference is the main reason for low performance of MSERC, while according to 7% drivers opinion poor management is the reason for low performance of MSRTC.

7. Job satisfaction(Refer Fig 8)(Refer table 7)

   Interpretation:
Interpretation:

According to the analysis 84% drivers are moderate satisfied with job, while 16% drivers opinion that there is no alternative to do this job.

Hypothesis Testing:

Hypothesis 1:

1. H0- There is no significance relation between working condition and job satisfaction.

H1: There is significance relation between working condition and job satisfaction.

Decision rule 1-

The results of the test statistics indicates to reject null hypothesis and accept alternative hypothesis, as p value of the chi-square statistics 0.001 which is less than .05. Therefore we can conclude that statistically there is significant relation between working condition and job satisfaction.

Hypothesis 2:

H0 -There is no significance relation between working condition and work performance.

Findings:

From the above data analysis, the findings are:

1. The working hours of the Bus drivers are excess as compare to the normal working hour i.e. eight hours. For the extra working hours, they get the overtime in a single rate of Rs.9/- per hour only.
2. The rest room facility provided by the MERTC is very poor.
3. MSRTC does not provide neither canteen facility nor concessional rate food to the bus driver, moreover the food quality in the canteen is poor.
4. After long service and good performance there is possibility to get the higher promotion.
5. Excessive political interference is one of the main reasons for low performance of the MSRTC.

6. Most of the drivers are moderate satisfied with their job because of their is no any alternative scope for them. They are happy with the job due to Government Protection only rest other working terms and conditions are not to the satisfaction of them.

Suggestions:

1. The working hours of the drivers should be reduced as per the normal working hour, if the driver works more than eight hours then overtime should be paid as a double rate of normal wage.

2. MSRTC should provide good rest room facility, with proper ventilation, proper lighting, water cooler facility. The rest room should be cleaned daily through housekeeping person. Washroom should be cleaned daily & should ne keep hygienic, so that this could not be affect on driver’s health and driving efficiency.

3. MSRTC should provide canteen facility to the bus drivers with subsidized food and quality of the food should be monitored by the management of MSRTC or canteen committee should be formed of workers and the management with equal in numbers, hence it becomes easier for them to keep control over the quality of the food.

4. In respect of HRD, the employees should be motivated with the basic requirement and encouragement. It is observed that the drivers are ready to work for more hours, but the overtime rate is Rs.9/- per hour which is not to the satisfaction of drivers. Further, for any accident or damage to bus during overtime period, the driver is held responsible. Hence, it is suggested that the MSRTC must reconsider overtime rate and accountability aspects.

5. It suggested that the MSRTC should adopt modern HR practices to gain confidence among employees; it has a scope of participative management.

6. Conclusions:
Working conditions have positive as well as negative impact on work efficiency of drivers. The study has revealed that the drivers are
moderately satisfied with this job in MSRTC. Because, it is very difficult to work in the organization when 93% of the respondents express that the excessive political interference is the cause for poor performance of the organization. Inspite of, minimum satisfaction they are contributing their efforts for about 12 hours or some time more than 12 hours per day just because it is a Government protected job and with the expectation to become permanent and get promotion in due course as 90% of the drivers have hope to get promoted. If the MSRTC provides better rest room, canteen and over time allowance facilities they will be highly satisfied and may work with great efficiency. It is observed that, not providing better working conditions to drivers has developed a sense of exploitation among them. The study explores the scope for MSRTC management to restructure it management and administration policies in the perspective of Human Resource Development.

Limitations of the Study and Scope for Future Research

The scope of this study is limited to MSRTC. Although the present study has yielded some preliminary finding the methods of data processing and analysis may put limitations to arrive at thorough conclusions. In collecting primary data the personal views and environmental factors may influence the respondents. But, the study explores ample scope to Researchers, HR Practitioners and academicians to undertake a detail study on working conditions and efficiency aspects from the point of view of different employees in transportation and other industrial sectors.

7. References:


LIST OF FIGURES

Figure 1

DIMENSIONS OF JOB SATISFACTION AMONG DRIVERS

**JOB CHARACTERISTICS**
1. Monetary Aspects
2. Working Hours
3. Job Security
4. Promotion Opportunities
5. Rewards and Recognition

**WORKING CONDITIONS**
1. Rest Room Facility
2. Canteen Facility
3. Good Condition of Machine
4. Fair treatment from Superior
Data Analysis & interpretation:

Figure 2-

![Figure 2](image1)

**Working hours**

8-9 hours

9-10 hours

Respondent

% of Respondent

Figure 3- Get overtime allowance for extra working hours

![Figure 3](image2)

**Overtime for extra work**

S. No

Overtime allowance for extra work

% Percentage

Series 1

Series 2
Figure 4- Facility provided by MSRTC in the rest room

![Facility provided in the rest room](image)

Figure 5- Canteen facility provided by MSRTC to bus driver

![Provision of Canteen facility](image)
Figure 6- Consideration for higher Promotion by MSRTC to bus driver

![Consideration for promotion graph](image)

Figure 7 Low performance of MSRTC

![Performance of MSRTC graph](image)
Figure 8 Job satisfaction
### Table 1- Working hours of Bus Driver

<table>
<thead>
<tr>
<th>S. no</th>
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<th>Respondent</th>
<th>% of Respondent</th>
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<td>1</td>
<td>8-9 hours</td>
<td>35</td>
<td>16</td>
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<td>2</td>
<td>9-10-hours</td>
<td>185</td>
<td>84</td>
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### Table 2- Get overtime allowance for extra working hours

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<tr>
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### Table 3- Facility provided by MSRTC in the rest room

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</tr>
<tr>
<td>2</td>
<td>Good</td>
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<td>3</td>
<td>Average</td>
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<td>4</td>
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<tr>
<td>4</td>
<td>Poor</td>
<td>211</td>
<td>96</td>
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### Table 4- Canteen facility provided by MSRTC to bus driver

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<td>Excellent</td>
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Table 5- Consideration for higher Promotion by MSRTC to bus driver

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<th>Consideration for Promotion</th>
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<th>% of Respondent</th>
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<td>Highly possible</td>
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<td>2</td>
<td>Possible</td>
<td>199</td>
<td>90</td>
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<td>3</td>
<td>Can’t say</td>
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<td>10</td>
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<tr>
<td>4</td>
<td>Not at all</td>
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Table 6- Low performance of MSRTC

<table>
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<th>Respondent</th>
<th>% of Respondent</th>
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<tr>
<td>1</td>
<td>Excessive political interference</td>
<td>205</td>
<td>93</td>
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<tr>
<td>2</td>
<td>Poor management</td>
<td>15</td>
<td>7</td>
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<tr>
<td>3</td>
<td>Better services by private bus services</td>
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<td>0</td>
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<tr>
<td>4</td>
<td>Dissatisfaction among workers</td>
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Table 7- Job satisfaction
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<th>Respondent</th>
<th>% of Respondent</th>
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<td>0</td>
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<tr>
<td>2</td>
<td>Moderately satisfied</td>
<td>185</td>
<td>84</td>
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<tr>
<td>3</td>
<td>No alternative</td>
<td>35</td>
<td>16</td>
</tr>
<tr>
<td>4</td>
<td>Not satisfied</td>
<td>0</td>
<td>0</td>
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