



RSRTC: A Study in Organizational Dynamics

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Abstract

Road transportation is an extremely important factor in the expansion of any economy. The fact that India's road network is around 468882 kilometers long and its rail network is approximately 115,000 kilometers long demonstrates, accordingly, the significance of road network in India. By providing a wide range of services, the Rajasthan State Road Transport Undertakings and the Haryana State Road Transport Undertakings make it possible for residents of Rajasthan and Haryana to travel across their respective states. However, the fact that there is already enough of competition in this market renders these ventures unprofitable. There are many reasons why people favor one service over another, and these reasons vary from person to person. While Rajasthan Roadways is suffering enormous losses, the state-owned Haryana Roadways is turning a profit. Because these endeavors are carried out by the government, they continue to lag behind those carried out by private companies. People favor private enterprises because they can provide services such as routine maintenance and upgrades, which are impossible for government-run operations. The drivers of Haryana Roadways now have more autonomy in their day-to-day workload management thanks to the company. In this investigation, a survey of public opinion is carried out to determine the service quality of both services and to identify the variable that influences the level of demand the most. Recommendations are then formulated on the basis of the results of the survey of public opinion.

keywords: *RSRTC, Organizational*

INTRODUCTION

Since the beginning of the 20th century, India's population has been expanding at a rate of over 2% every single year. Despite the fact that urban regions contribute about sixty percent to the overall GDP, more than two and a half percent of the population lives in rural areas and commutes to urban centers in search of work. This is due to the fact that rural areas have worse connection and need longer journey times. Any nation's economic development is significantly impacted by the quality of its public transportation. In the current context, it is imperative that service quality be maintained because customers have several alternatives from which to select the most appropriate method of transportation. For the sake of maintaining economic stability in today's cutthroat global market, it is necessary to deliver high-quality services. Roads as a mode of transportation have been there for the past 5000 years, and they have established themselves as the pillar around which the Indian economy is built. It has had a significant impact on the transportation of both goods and people, particularly in terms of the former. The strain that is being placed on the road transport system as a result of the growing migration is geometrically expanding, yet nearly no one is paying attention to this fact. In addition, despite being a kind of public transportation that is easily accessible, it has not gathered any momentum. Since the beginning of time, the transportation sector has been delivering services and has been widely regarded as an important component of the service industry. Over the course of the last few decades, a significant portion of our economy has been covered by service-based companies. It has garnered a great

amount of attention from practitioners, managers, and academics due to the favorable influence it has on the profitability of businesses, their performance, the satisfaction of customers, and the loyalty of customers. The provision of services of a high quality and a commitment to ongoing improvement are the two primary factors that will determine how successful a service-based firm will be. The Indian road network is the second biggest in the world, covering around 46.89 lakh km as of 2013. This amounts to almost 0.7 kilometers of roadway for every 1000 people and a quantitative road density of 0.66 kilometers of roads per square kilometer of land. From its current level of 10,375 bpkm in 2011-12, the National Transport Development Policy Committee (NTDPC) anticipates that overall passenger traffic would increase by around 15% year until it reaches 168,875 bpkm in 2031-32. This is a significant increase from the current level of 10,375 bpkm. The United States has 21 kilometers of roads for every thousand people, whereas France has just 15 kilometers of roads for every thousand people (Source: http://en.wikipedia.org/wiki/Indian_road_network#See_also). Despite this, India lags significantly behind other industrialized countries when measured against international standards. Because of India's rapidly expanding population, the country's road and rail networks are being subjected to an unprecedented level of strain in terms of both quantity and quality. Following the decade of the 1990s, the share of traffic that utilizes rail and road networks has expanded significantly. A significant component of the Haryana Transport Department is the Haryana Roadways, which is an agency of the state government that is responsible for the transportation of passengers. Utilizing cutting-edge techniques, it has developed into a transportation service that is user-friendly, dependable, secure, affordable, and kind to the environment. As the primary service provider for the state, it possesses around 3844 buses that are managed by 24 depots and 13 sub-depots. These buses travel across the state as well as the states that border it. According to the website http://hartrans.gov.in/road_glance.htm, the average daily traffic volume is roughly 1.24 million passengers, and the average daily distance traveled is approximately 1.2 million kilometers. Haryana Roadways has, during the course of its existence, demonstrated amazing expansion and established itself as a reliable supplier of services. The introduction of Volvo AC buses, known as Saarthi, which connect both the domestic and international airports is the company's most significant project. In addition to this, there is now the possibility to make reservations online, making it more convenient to use. In addition, Haryana highways provide busses that are equipped with luxurious amenities for a standard fare, which helps to make the travel experience more pleasant and enjoyable. Not only did this reduce the amount of pollution, but it also allowed Haryana roads to launch a compressed natural gas (CNG) bus service under the brand name "Haryana Uday." Because of all that has happened, it now has a well-deserved reputation. Another hallmark service offered by highways, the 'Haryana Gaurav' is also known as the 'AamAadmikikhas bus.' It features deluxe style 2x2 seats, FM Radio, Mobile chargers, pneumatically controlled doors, tinted glass, and curtains. The Rajasthan State Road Transport Corporation, often known as RSRTC, is the state of Rajasthan's major supplier of intercity bus service. Its headquarters may be found in Jaipur, which is located in Rajasthan. Under the provisions of the Road Transport Act 1950, the government of Rajasthan formally constituted the company on October 1, 1964. RSRTC now offers a variety of bus services, including Ordinary, Express, Deluxe, A.G. Gandhi Rath, A.C., A.G. Sleeper, VolvoMercedes, Volvo-Pantry, Volvo-LCD, and Volvo-LCD-Pantry, for all categories of passengers. These services are included in their fleet. It maintains a fleet of 5,000 buses and operates 56 depots around the state, in addition to three depots located outside of the state in Indore, Ahmedabad, and Delhi.

Objective

1. To study of the quality of service provided by Government Bus Services.
2. Exploring Reason for loss making of RSRTC and suggesting measures to overcome problem.

Customer:

The term "customer" originates from the Latin word "custom," which may be translated as "habit." A person who frequents a certain business, making it a habit to purchase items of the kind the shop offers rather than goods of the sort the shop sells elsewhere, and with whom the shopkeeper has to establish a connection in order to sustain his or her "custom," which means expected purchases in the future, is considered a client. A customer, who may also be referred to as a client, buyer, or purchaser, is often used to refer to a buyer or user of the items sold by an individual or organization, either in the past or in the future. Typically, this is accomplished by acquiring or renting the appropriate goods or services. A person who makes it a habit to choose the services offered by one particular operator of public transportation over those offered by other service providers in the market is considered to be a client in the sector of public transportation. In the context of this research, the term "customer" refers to a passenger on an RSRTC bus.

Satisfaction:

When a person's wants, needs, or expectations are met, they experience a sense of fulfillment that is referred to as satisfaction. It is important to note that the degree of customer satisfaction in this survey is measured on a three-point scale, which includes highly satisfied, satisfied, and not satisfied responses.

FINANCIAL PERFORMANCE OF HARYANA ROADWAYS : A COMPARATIVE STUDY

In this article, an attempt has been made to show the true situation of the State Road Transport Undertakings, with specific reference to Haryana Roadways. Additionally, a comparative financial performance study has been carried out in order to identify the areas in which improvements are needed and to provide suggestions for how such improvements might be implemented. For the purposes of this investigation, a time span of eight years, namely from the year 2000 to the year 2008, was selected as the time period for which data was collected from secondary sources. During the time of observation, a comparative analysis of the companies' financial performances was carried out by making use of around twenty factors each. The management team bears the primary responsibility for the completely disheartening performance with regard to the profits. The increase in profit before taxes has been decreasing.

MEASURING CUSTOMER'S SATISFACTION ON BUS TRANSPORTATION

The overall results of this study demonstrate that the quality of service has an impact on the overall satisfaction of customers who use public bus transportation. Not only does providing customers with a public bus service of high quality encourage existing customers to continue using that service to meet their travel needs, but it also encourages new customers to do so. Following is a selection of interesting findings that were uncovered through research: It revealed that the conduct of employees, and more especially the conduct of the bus driver, the frequency of services, the dependability of services, as well as time, and more specifically waiting time, were the most important elements determining consumer satisfaction with regard to other.

AN INVESTIGATION OF SERVICE QUALITY PARAMETERS IN HARYANA ROADWAYS

The research was carried out with the intention of determining and evaluating how passengers feel about the level of service provided on Haryana's highways. This was the primary purpose of the study. There were a total of nineteen statements included in the analysis, and they were grouped under the headings of tangibility, dependability, responsiveness, and pricing, which are the four primary aspects of service quality for highways.

The low ratio of passenger weight to price is a strong indication that passengers are becoming increasingly quality aware in the present circumstances. Instead than focusing on how much it costs to travel, they put more of an emphasis on how clean, comfortable, aware, quick, and safe the experience is. The second goal was to determine whether or not there is a correlation between the demographic profile of passengers and the quality parameters of the services provided by highways. In this particular study, five distinct demographic characteristics, namely age, background, gender, education level, and income, were taken into consideration, and their relationship with each dimension was evaluated. It was discovered that out of the five demographic characteristics, background, gender, and wealth have no significant effect on the service quality dimensions. This was the case for three of the demographic parameters. This indicates that the tangibility, dependability, responsiveness, and pricing are equally significant for each and every passenger, regardless of whether they are male or female, come from a rural or urban background, or have a certain degree of family money. The quality of the service that Roadways provides has also been impacted by qualification. It is not difficult to reach the conclusion that qualification is the one and only criterion that has demonstrated a discernible difference in each of the four aspects of service quality.

SMALL IS EFFICIENT: A FRONTIER APPROACH TO COST INEFFICIENCIES IN INDIAN STATE ROAD TRANSPORT UNDERTAKINGS

This study makes an effort to quantify the cost-inefficiency of nine major Indian State Road Transport Undertakings (STU) throughout the time span of 1983–1984 to 1996–1997 in a manner that allows for this cost-inefficiency to change not only over time but also between STUs. According to what he discovered, there is a significant amount of room for improvement in terms of cost effectiveness, taking into account the size distribution of the STUs and important metrics of their working conditions. To begin, the curve of the average cost is in the shape of a U. This indicates that economies of scale exist up to a specific output level, and then diseconomies begin to set in. After that point, economies of scale no longer exist. Second, he discovered that, taking into account the size distribution of the STUs as well as relevant measurements of their working conditions, the potential benefit that may be achieved by restructuring in terms of cost reduction is extremely large. During the course of the sample, there was also clear evidence of a large degree of variation in the efficiency levels of the STUs.

SERVICE QUALITY ANALYSIS OF PUBLIC ROAD TRANSPORT SERVICE: RAPID GROWTH OF PRIVATE VEHICLES IN THE BORDER ZONE AREA OF RAJASTHAN

They made an effort to determine the current situation of RSRTC buses by referring to a survey that was carried out on a representative sample of the people. They discovered a variety of factors that contributed to the discontent of the sample population.

Deployment of Buses

- (i) RSRTC should have need to explore flexibility in time schedule in case of peak and non peak hours
- (ii) RSRTC should have explored last mile connectivity after 19:00hrs since the passengers has complained no connectivity after that.
- (iii) RSRTC management should have concerned on the passenger complained that crew allows the people to board in between designated stands specially in case of express buses that causes delay in journey

PUBLIC TRANSPORT IN INDIA

The public transport sector plays a vital part in meeting the traveling demands of a country and ensuring that the needs of every strata of society are being met. This is because the public transport sector guarantees that the needs of every strata of society are satisfied. In addition to this, it gives its clients the opportunity to interact with individuals of various cultures and learn about their traditions. It links cities and villages together and makes it easier for the masses to become aware of things. It not only facilitates the sharing of information, ideas, and views, but also serves to bring people closer together as a whole. It is made up of several passenger transportation services that are open to the general public for their utilization. Fares that are levied to each customer are the typical source of funding for public services. The many modes of public transportation include light rail, commuter trains, buses, the Metro, the Monorail, and so on. Road transport is one of the many modes of transportation in India, but it is particularly important to the country's overall transportation system. The bus is one of the most often used forms of transportation that is provided by the road transport service. When a nation is not sufficiently supplied by more modern forms of transportation like trains, airlines, and waterways, road travel becomes the most major mode of transportation available. The flexibility of road transport is the most valuable feature of this mode of transportation. It is able to reach the most inaccessible parts of the nation and give service at every stage of its journey. Road transport is the most appropriate mode of transportation for this purpose since it is the most cost-effective across shorter distances while carrying a smaller weight than other modes of transport. The other highly developed modes of transportation would not be able to accomplish the overarching goal of transportation if they did not have this additional service. When it comes to road transportation, the routes and timetables do not have to be as stringently adhered to as they do in the case of rail and air travel. This provides for greater flexibility in meeting a wide range of transit requirements that are appropriate for intra-city travel. The return on investment for using road transport is significantly higher compared to that of other forms of transportation. Huge expenditures are required because to the extremely high costs of obtaining airplanes or ships as well as the construction of lines for railways. The technology behind road transport is very inexpensive, and the upkeep expenses for both automobiles and roadways are lower than those associated with more capital-intensive modes of transportation.

EVOLUTION AND GROWTH OF ROAD TRANSPORT IN INDIA

Evolution

The Ramayana and the Mahabharata both describe chariots and carts being used by humans throughout that time period for travel, for combat, and for transportation purposes. This lengthy history of road transport in India provides historical evidence of its presence. The palanquin, which might have had anywhere from four to six carriers, was another prominent means of transportation throughout the ancient period. The glory days of the road transit system were during the reigns of Chandra Gupta Maurya and Ashok. They placed a great emphasis on the development of a reliable road transportation infrastructure. In addition, the Mughals ruled over a massive empire, and in order to maintain control and further expand their vast territory, they prioritized the construction of roads. During the reign of Sher Shah Suri, one of the most extensive road construction projects of the time was the construction of the Grand Trunk Road. Nevertheless, the East India Company brought a touch of contemporary technology to Indian roadways during the time they were under British authority. Lord Dalhousie, who served as Governor General of India at the time, is credited for establishing India's first Public Works Department (PWD). In addition, the Jayakar Committee was established in the year 1927 in order to investigate the state of roads and road transportation at the time. The committee came up

with certain solutions for improving India's road infrastructure as a whole and advocated their implementation. In 1943, the government held a conference in Nagpur with the intention of soliciting feedback from Chief Engineers about ways in which the country's road transportation system may be improved. The road development scheme for the following 20 years was presented during this meeting, which was known as the "Nagpur plan." Since the country's independence, the Indian government has placed a consistent emphasis on the expansion of its road network.

Nationalization of Indian Bus Industry

After the country's independence, the bus transit system in India received no attention whatsoever. Even yet, the Industrial Policy Resolution of 1948 did not include it as one of the categories to be named among other industries. After that, it was taken into consideration in the Industrial Policy Resolution of 1956 as the eleventh of twelve items in the Schedule B, which listed industries that were to be "progressively state-owned and in which the State will, therefore, generally take the initiative in establishing new undertakings, but in which private enterprise will also be expected to supplement the efforts of the State." The establishment of an acceptable national policy in relation to the bus transport has not been feasible since road transport is a state topic and is included in Schedule B of the Industrial Policy Resolution 1956. As a result of these two factors, an appropriate national policy has not been able to be developed. The Road Transport Corporations Act of 1948 was the law that was used to nationalize the bus transportation business. The Bombay High Court ruled that this particular piece of legislation was unconstitutional. According to the court, the determination of the rights and privileges of the Corporations was entirely left up to the Provincial Government, and the latter had not been given any indication by the Central Legislature as to how they should be guided in settling the rights and privileges of the Corporation. According to the court, the rights and privileges of the Corporations were left entirely up to the Provincial Government to determine. After that, in 1950, a more comprehensive piece of law known as the Road Transport Corporations Act took the place of the legislation that had been enacted in 1948. In accordance with this Act, the provision of passenger transport services was open to both private and public operators in all other states, with the exception of the states of Gujarat, Maharashtra, Haryana, and Sikkim, which chose for total nationalization of the industry. In accordance with this Act, the Union Government would lend the Road Transport Corporations one-third of the total capital through the Indian Railways. The Indian Railways will also have representatives on the boards of directors of the Road Transport Corporations. The remaining one and a half thirds of the capital comes from the government of the relevant state. Not only did the Road Transport Corporations Act of 1950 lay the groundwork for monopoly, but it also laid the foundation for government control of private companies. As a result, the government not only took on the role of a regulator but also that of an operator, and it did so in conjunction with a number of other, smaller operators (Padam, 1990).

ROLE OF PUBLIC ROAD TRANSPORT IN INDIAN ECONOMY

The majority of people in India use road transportation, making it the primary mode of transportation in the country as well as their first choice. Road transportation is also the system that has been recorded as having the highest volume of users anywhere in the globe. Through an increase in both productivity and competitiveness, it has been a significant contributor to the overall growth of the country's economy. With the

aid of the following points, one may gain an understanding of the significance of roadways in the economic growth of the nation-

1. Roads connect large swaths of the country's rural areas to the rest of the country in order to establish the national market and economy, which leads to an increase in direct proportion in both productivity and prosperity.
2. The connectivity that roads give is a key factor in determining both the well-being of people and the kind of life they lead.
3. The connection offered by roads is, to a significant part, what determines the efficacy of the many government initiatives targeted at rural development, employment generation, and local industry.
4. There is a substantial body of information that indicates the linkages between investments in rural roads and reductions in poverty as well as improvements in quality of life. The growth of agricultural output, the increasing usage of fertilizers, and the establishment of commercial bank branches have all been directly attributed to the investments made in road construction.
5. Another way in which road transport helps to economic growth is via the jobs it creates. The result is an increase in job prospects, both directly and indirectly. When it comes to employment, a large percentage of India's working population is either directly or indirectly involved in the country's road transportation industry.
6. It makes the mobility of labors easier, which in turn increases employment, which leads to the growth of industries, which in turn leads to the development of the economy.
7. The defense of a country is also significantly impacted by the quality of the road network in that country. Only by way of these routes is it able to move things like troops, tanks, armoured cars, and field artillery, among other things.
8. The road transport system has distinct benefits over other forms of transportation, in addition to its contribution to the economic growth of the country. These advantages include the following:
9. Transportation by road is more expeditious, has a more flexible timetable, and is quicker overall. It is especially useful for travel over shorter distances and for the carrying of goods. It is a vital part of the process of collecting passengers and commodities from any location and delivering them to the locations of their choosing.
10. It allows for a degree of flexibility in the arrangement of its routes, which is not possible with railways because their lines are set. Road transport modalities can be approached by passengers in a number of different areas. 3. Roads are an essential addition to the network of railroads. The existing rail network does not reach all of the country's settlements or more rural parts of the land. A system of feeder roads can provide enough service to these locations. If the movement of products and persons over large distances requires the utilization of railroads, then the utilization of road transport is appropriate for such utilization over shorter distances.
11. Transportation via road is also of great benefit to farmers. The farmers are able to transport their goods more swiftly to the mandis and cities if the roads are in good condition, which is especially helpful for the farmers who sell perishable goods like vegetables. It is only via the expansion of the road network that the farmer will be able to guarantee a consistent market for his goods. The road network is what puts the peasants into contact with the towns, as well as the new ideas and new systems that come from the towns.
12. The movement of people and commodities over short and medium distances is greatly facilitated by the use of roads, which play an extremely significant part in this process.

13. Building and maintaining roads is more cost-effective than constructing or maintaining other types of transportation.
14. In contrast to other forms of transportation, roads may be built in steep places and even at abrupt corners as well.

Conclusion

Working on Haryana Roadways within the confines of Rajasthan helps Haryana Roadways make more money, but it also causes Rajasthan Roadways to lose money. This is due to the fact that Haryana is a smaller state when compared to Rajasthan, which, along with the fact that Haryana is a more developed state, results to more well managed roadways in Haryana than in Rajasthan. Another significant issue that is prevalent on Rajasthan's roadways is the imposition of speed limits. According to the unique remarks made by the samples, the journey time on the Rajasthan Roadways was almost twice as long as it was on the Haryana Roadways for the same distance. In an effort to reduce the amount of gasoline that is used, the government of Rajasthan has restricted the speed of its buses. Haryana Roadways suffers from a fundamental deficiency in the behavior of its staff, which is not a significant problem; yet, the state suffers from a deficiency in both safety and security. According to Rajasthan Roadways, safety and services are major concerns for the people of these states, particularly the elderly and children and Haryana Roadways falls short in this regard. Each and every one of Rajasthan Roadways' buses is equipped with a CCTV camera.

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