

# Labour Welfare Measures of Karnataka State Road Transport Corporation – An Analytical Study

Dr. Mahesha V

Assistant Professor, Dept. of Commerce  
Karnataka State Open University  
Mysuru, Karnataka, India.  
maheshamcom69@gmail.com

Manjunatha H R

Research Scholar, Dept. of Commerce  
Karnataka State Open University  
Mysuru, Karnataka, India.  
manjugowda.ry@gmail.com

**Abstract—** Human resource management is an organization's most valuable asset and a source of competitive advantage. Human resource management is more difficult than managing technology or money, and efficient management of human resources necessitates effective labour welfare measures. HRM techniques should be used in conjunction with labour welfare measures. HRM practices are activities inside an organisation aimed at managing a pool of human resources and ensuring that those resources are used to achieve organisational objectives. The present study tries to explore the labour welfare measures considering and following by the Karnataka State Road Transport Corporation(KSRTC).

**Keywords-** STUs; Road Transport; HRM; KSRTC; Labour welfare measures; Employees; Corporation; Schemes;

## I. INTRODUCTION

Karnataka State Road Transportation is an important player in providing passenger road transport to every corner of the country. They have been expanding their service to new areas as well as augmenting their services along their existing routes. They also provide transportation to certain segments of the travelling public for free or at a reduced rate.

In Karnataka, passenger road transport services are provided by both private vehicle operators and four STUs. Private vehicle operators previously dominated the passenger road transport sector. However, the state government entered this segment for a variety of reasons, including their inability to expand to meet the increased demand for passenger road transport service. On September 12, 1948, the Karnataka State Government (then known as Mysore State) established the Mysore Government Road Transport Department (MGRTD) with only 120 passenger vehicles.

On August 1, 1961, the State Transport, which had been administered as a Department of the Government of Mysore, was converted into an independent Corporation in accordance with the Provisions of Road Transport Corporations Act, 1950 (Section 3). On August 1, 1961, the assets and liabilities of MGRTD were transferred to the new Corporation, with the exception of the Bangalore Transport Service (BTS) unit, and the new corporation was named Mysore State Road Transport

Corporation (MSRTC). On October 1, 1961, the assets and liabilities of the residual MGRTD, namely the BTS Unit, were transferred to the Corporation. As a result, a Corporation was eventually established for the entire state of Mysore.

Recognizing the importance of passenger road transport in the state's socioeconomic development, the Karnataka government began nationalising bus routes. MSRTC was also renamed Karnataka State Road Transport Corporation (KSRTC). As a result, the share of nationalised passenger road transport has steadily increased year after year. With the continuous expansion of operations and the difficulties of supervising and managing transport operations throughout the state, the Government of Karnataka divided KSRTC into four separate corporations: Karnataka State Road Transport Corporation (KSRTC), North Western Karnataka Road Transport Corporation (NWKRTC), Kalyana Karnataka Road Transport Corporation (KKRTC), and Bangalore Metropolitan Transport Corporation (BMRC) (BMT). BMT's operations are limited to Bengaluru.

## II. REVIEW OF EARLIER STUDY

**Navaneetha Krishnan and Anbalaganajaganandham (2015)** the result of the study is the Demographical factors and socio economic characteristics' influences on the human resource management and the perception of employees on the human resource management practices which consists of Recruitment and selection, Training and development, Wages and Salary, Performance Appraisal, Working Conditions and Employee's Safety, Promotion, Transfer, Employee Motivation, Welfare Measures, Leave Facilities, Job Designing and Maintenance of Employees. The multi-dimensional aspects of human resource management policies and practices in the organizational framework and the existence of the HRM climate in the acuity of different categories of employees. Finally he opined that Human resource management policies and practices has major impact on the overall performance of the employees.

**Karunesh Kumar (2013)** examines the Employee perception usually perception analysis depends on managers, who undertaking their role perform the functions of planning, organizing, staffing, leading, and controlling. The different

factors of economic and social character have an impact on all employees and in this study the perception analyzed by taking different aspects like work condition and commitment and as well as facilities given by organization.

**Prabhu and Sateesh hedge (2011)** the study found that, Organizational control system must be used to design performance parameter and measurement. The KSRTC management control system analyzed through the following aspects boundary system, diagnostic control system, interactive control system and implicit hierarchy. The KSRTC core belief is customer centric service and employee centric administration.

**Vijay Kumar (1979)** in his paper on "Operating cost of Public Sector Transport Undertaking in India", has developed prediction, estimation and assessed the contribution of each item of operating cost to the total cost. He concluded that when kilometre run increases, cost also increases except depreciation, cost on personnel and interest on capital.

**Bagade (1980)** in his study "Management Information system for passenger bus transport industry (A special study of Maharashtra State Road Transport Corporation) has designed MIS for transport industries taking into consideration the three management levels. Top (or) corporate management, middle.

**Hongming Wang (2005)** says that personnel strategy could play a crucial role in enhancing the effects of HRM and entrepreneurship by supporting the main dimensions of HRM; the system strategy was used to facilitate technology innovation through knowledge management while the organizational strategy was adopted to create positive organizational culture and high performance system.

**Vittal Dasa Prabhu and Murali (2006)** in their article "Human Resource Management for Truck Transport Industry" have studied acquisition of human resources for transport industry, development of human resources and health issues in transport industry. They have concluded that job evaluation, compensation and incentive administration can make the HRM effective in transport sector in India.

**Cameto Carmen (2004)** examined the relationship between the various processes of HRM on the individuals on the strategy of the company among 130 industries and brought out three distinct models of HRM but with behaviours of individuals independent of the strategies that are followed by the companies.

### III. OBJECTIVES OF THE STUDY

The primary objective of the study is to analyse the labour welfare measures practiced by the Karnataka State Transport Corporation. Besides the study also shows the performance of the corporation at glance.

### IV. RESEARCH METHODOLOGY

The present study is covering the conceptual aspects of HRM practices more particularly about the labour welfare measures practiced by the Karnataka State Transport

Corporation. The other aspect of the corporation is outside the present scope. The study is purely based on the secondary data. The secondary sources are gathered from annual administrative reports, MoRTH annual reports, journals, websites etc.

#### A. *Labour Welfare Measures of Karnataka State Transport Corporation*

##### 1) *Grant of Cash Award for Employees Children:*

Meritorious Students of Employees' children who achieve 70 percent or more in SSLC, 2nd PUC, as well as more than 60 percent in Degree, Master Degree Final examinations, are eligible for financial incentives ranging from Rs.2000/- to Rs.6000/- under the scheme. Due to the Covid epidemic, no cash incentives were granted during 2019-20, 2020-21 and 2021-22 year.

##### 2) *De-Addiction Programme*

Since 1997, KSRTC has run a de-addiction programme called WAPPA (Workplace Alcohol Prevention Programme and Activity), which aims to help alcohol addicts. KSRTC Hospital in Jayanagar, Bangalore, has opened a 40-bed de-addiction treatment clinic. For each addicted employee, the corporation spends approximately Rs.8000/- on residential/in-house therapy.

##### 3) *Preventive Medicine and Healthy Life Style Clinic*

In the Mysore district, there is a Preventive Medicine and Healthy Lifestyle Clinic. In the years 2020-21, 3347 employees visited the Mysore clinic for a healthcheck-up.

##### 4) *Heart Check-up Programme*

On March 8, 2018, a Memorandum of Understanding was signed with Shri Jayadeva Institute of Cardio-vascular Science and Research Centre for a 05-year Master Cardiac and Health Check-up of all employees and officers over the age of 40.

##### 5) *Health Check-up Camps*

At all divisional offices and Depots, free health exam camps are held on a regular basis. 154 health check-up camps were held in the Corporation during the year. During the year, KSRTC also hired 6 honorary doctors at the Division level and 11 honorary doctors at the Depot level.

##### 6) *Employees Family Welfare Scheme*

In the year 2008, KSRTC developed the Employees Family Welfare Scheme. This programme is entirely voluntary and elective. A dependent of a member employee who dies while on the job is entitled to Rs. 3.00 lakhs in compensation under the scheme. The monthly premium for the scheme is Rs.150, of which the Corporation will contribute Rs.50. In the fiscal year 2020-21, the plan paid out Rs.5.79 crore in compensation in 193 cases.

##### 7) *Maternity Leave*

KSRTC's maternity benefit leave has been increased to 180 days, matching that of the State Government. Employees will

now be able to take 90 days off before the projected delivery date and another 90 days off after the delivery.

8) *Creche Allowance (Child Care Allowance)*

Women employees receive a monthly child care allowance of Rs.1250/- till their children reach the age of three.

9) *Internal Complaint Committee (ICC)*

In accordance with section 4 of the Sexual Harassment of Women at Work (Prevention, Prohibition and Redressal) Act 2013, an Internal Complaint Committee has been established in all Depots, Divisions, Regional Workshops, and the Central Office to create a positive workplace environment free of harassment of any kind for women employees.

10) *Ex-Gratia to the Dependents*

The corporation makes an ex-gratia payment of Rs. 10,000 to the dependents of the employees who die in the course of their employment to cover immediate expenses. The employee's retirement benefit does not cover this.

11) *Duty Rota System*

From 2013, a transparent duty allocation mechanism for drivers and conductors based on seniority cum option was implemented.

12) *Online Leave Management System (OLMS)*

In all of the depots, a transparent leave sanctioning system, namely a mobile-based online leave management system, was implemented.

13) *Education Allowance*

The Corporation employees were granted an education allowance of Rs.1000/- for employees with blind and disabled children and a monthly child care allowance of Rs.500/- for employees with physically impaired children, subject to the terms and circumstances indicated in the Government order.

14) *Vehicle Allowance*

Employees who are visually or physically disabled are entitled to a car allowance equal to 6% of their basic pay, with no upper limit, on par with the State Government.

15) *Financial Support*

Employees with illnesses listed in the Persons with Disabilities Act of 1995 who have more than 40% disability and are ready to enrol in VRS are entitled to an additional financial benefit of up to Rs.10.00 lakhs.

Performance of Karnataka State Road Transport Corporation (Labour Productivity)

Table No-1: Labour Productivity at a Glance (2016-2020)

Parameters	2016-17	2017-18	2018-19	2019-20	2020-21
Total Schedule kms (lakh)	10 07 9.0 9	10 43 3.4 0	10 59 8. 23	10 42 1.3 0	490 6.53
Total Effective kms. (lakh)	98 48. 78	10 48 7.5 4	10 59 8. 57	10 36 8.8 2	539 2.85
Effective kms. per day (lakh)	26. 98	28. 73	29 .0 4	28. 33	14.7 7
Passengers carried per day (lakh)	27. 28	29. 68	30 .1 0	29. 97	11.2 5
Percentage Fleet Utilisation	90. 8	92. 6	92 .1	90. 5	51.7
Rate of Accident (per lakh Kms.)	0.1 1	0.1 0	0. 10	0.1 0	0.07
KM per Employee per day	71. 6	74. 7	75 .2	73. 8	39.7
Staff Ratio	4.7 9	4.6 9	4. 70	4.7 0	4.70
Traffic revenue per employee per day	19 91	21 20	22 23	22 66	115 6

**Source:** Annual Administrative Reports 2016-2017 to 2020-2021.

**Note:** COVID pandemic happened during the year 2020-2021. Therefore the performance of the corporation is declined. 2020-21 performance is ignored for interpretation.

From the above table it is evidenced that the traffic revenue per employee per day has increased from Rs. 1991 to Rs. 2266 which works out to 87.86%. Staff ratio has declined year after year, which indicates the positive sign. Km per employee per day has the ups and down trend during the year 2016-17 to 2020-2021. On the whole labour productivity has increased gradually year after year.

V. CONCLUDING REMARKS

Many studies and research works have clearly proved that managing human resources are more difficult than other resources. The effective and efficient labour welfare measures is one of the aspects of efficient management of human resources. As evidenced from the forgoing paragraph, the Karnataka State Road Transport Corporation is having effective labour welfare measures. With the efforts of these measures, the corporation can motivate the employees and make them more productive. The above said efforts which will

help the corporation to reach the goals by enhancing the improved productivity of the employees.

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