

A COMPARATIVE STUDY OF THE PAY SCALE PATTERNS OF THE EMPLOYEES OF KSRTC AND OTHER PUBLIC SECTOR ENTERPRISES

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Abstract

Public transport presents an interesting situation where the primary objective is that of public service on a self-sustaining basis. With the view to provide affordable, safe and reliable bus service to people both in rural and urban areas, the Road Transport Act was promulgated in 1950. This enabled the State and Central Government to form Road Transport Corporation. Since the formation of Kerala State there were nine Pay Revision Committees/Commissions and during the period of study three pay revisions were applied. A comparison with the life span of pay scale in the Government employees with that of KSRTC employees was made and it was found that the life span of Pay Scale for the maintenance staffs in KSRTC is lower and it is higher for the administrative staffs when compared to the Government employees working in the same category. In the comparison of the life span of pay scale of KSRTC with that of Government employees using t-test, it was inferred that the administrative staffs have a greater life span pay scale and hence they are less motivated. A comparison with the lag of time between initial and final years of the pay scale in Government and in KSRTC was made and on the t test analysis the result indicates that there exists a definite reduction formula in KSRTC for salary

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calculation in comparison with the Government pay scales. Thus it was felt may lead to the demotivation of the employees and consequently the opting for jobs in other Public Sector Enterprises than in KSRTC.

Keywords: Pay Scale Pattern, KSRTC, Pay Revision, Employee satisfaction

1. Introduction

The Road Transport Corporations Act was passed in 1950 with the aim of encouraging and providing appropriate institutional set-up for individual states to operate road transport services in their state. The goal was to offer significant advantages to the public, trade and industry through the development of road transport (Government of India 1950). It was expected that if the state government was responsible for the provision of road transport, it would allow coordination of road transport with any other form of transport that may be available. The state could also use its discretion to decide which areas needed expanded services and improvements in road transport facilities.

The main objective of the corporation is to provide an efficient, adequate and economical system of road transport service. Basically it is a service oriented organization and is obliged to provide economical services.

2. Objectives of the Study

To make a comparative study of the pay scale patterns of the employees of KSRTC and other Public Sector Enterprises.

3. Methodology

Exploratory research design was adopted for the study. The study was based on secondary data collected from the accounts and statements of KSRTC, Report of the comptroller and auditor general of India, Economic Review brought out by the Planning Board, and other related sources.

4. Reference Period

The study is made for the consecutive tenure of twenty two years from the year 1990 to 2012.

5. Pay Scale Patterns

Since the formation of the Kerala State on 1.11.1956, nine Pay Revision Committees/ Commissions have so far been appointed by Government for making recommendations

regarding the revision of pay scales and related matters of Government employees/teachers. Though a Pay Commission was constituted in 1957, that was not considered as a general Pay Revision Commission, as that Commission was entrusted mainly with the task of unification of scales of pay of the employees of erstwhile Travancore-Cochin State and the Malabar district of former Madras State. In 1973 a formal Pay Revision Commission was not appointed, but a general pay revision of State employees on the basis of the revised Pay Structure in the 3rd Central Pay Commission Report was effected with effect from 1.7.1973 based on the decision of the subcommittee of the Council of Ministers constituted for the purpose. Thereafter, independent Pay Revision Commissions were constituted at regular intervals of five years till 1992 wherein a Pay Equalisation Committee was constituted for revising the pay scales of the State Government employees giving parity with the scales of pay of the Central Government employees.

The practice adopted by the Central Government has been to have a Pay Commission once in every 10 years. Out of the 28 States in India, Central scales of pay 1996 were adopted by 20 States. Kerala, Karnataka, Andhra Pradesh, Himachal Pradesh, Assam, Punjab, Meghalaya and West Bengal are the States which did not adopt Central scales of pay. Pay Commission 1965, appointed as per G.O. (P) No. 74/65/Fin. dated 27th February 1965 are considered as the first Pay Commission in the State of Kerala.

Whenever a Pay Revision Commission/Committee is set up, be it at the level of the State or Centre, the expectations of the employees, who are the ultimate beneficiaries of the Commissions' recommendations, are manifold. Invariably, such Commissions are appointed by the Government in power as a result of pressure from the employees who, represented by their Unions, periodically lay a claim for higher wages on the ground that inflation and the high cost of living warrant a change in the wage structure. Such demands are not confined to Governments alone. It is so in Public Sector Undertakings, Banks, and Industrial Undertakings etc. Therefore, there is nothing new regarding the appointment of a Pay Commission to suggest to the Government what best can be done to improve the overall conditions of service.

What follows is an in depth analysis of the pay scale patterns of the employees of KSRTC along with other public sector enterprises like KSHB, KWA and KSEB is made. As other State Public Sector Enterprise pay scale patterns go hand in hand with the Govt. pay revision order, a comparative study of the pay scale patterns of the employees of KSRTC with that of the Govt. pay revision orders is sufficient. There were three pay revision applied during the period of study.

Table 1
Lifespan of Pay Scale in Government and in KSRTC during the Study Period

Sl No.(1)	Scale No.(2)	1992 (3)		1997 (4)		2004 (5)		Average (6)		t(7)	Sig.(8)
		Govt.	KSRTC	Govt.	KSRTC	Govt.	KSRTC	Govt.	KSRTC		
1	1	30	18	28	17	20	15	26.00	16.67	2.935	0.043
2	2	20	18	19	34	21	24	20.00	25.33	1.134	0.320
3	3	20	23	21	31	20	26	20.33	26.67	2.687	0.055
4	4	20	24	21	34	20	26	20.33	28.00	2.495	0.067
5	5	17	18	22	31	18	27	19.00	25.33	1.531	0.201
6	6	20	22	21	29	22	23	21.00	24.67	1.622	0.180
7	7	20	20	21	28	20	28	20.33	25.33	1.861	0.136
8	8	17	20	21	25	20	27	19.33	24.00	1.941	0.124
9	9	16	20	20	26	19	25	18.33	23.67	2.412	0.073
10	10	13	24	18	24	18	24	16.33	24.00	4.600	0.010
11	11	16	21	20	25	14	24	16.67	23.33	3.123	0.035
r		-0.384		-0.540		0.259					
Sig.		0.244		0.086		0.442					

Source: KSRTC

Table 2
Table showing the lag of time between the initial and final years of the
Pay Scale in Government and in KSRTC during the study period

Sl No.(1)	Scale No.(2)	1992 (3)		1997 (4)		2004 (5)		Average (6)		t (7)	Sig. (8)
		Govt.	KSRTC	Govt.	KSRTC	Govt.	KSRTC	Govt.	KSRTC		
1	1	5.5	23.8	7.3	8.8	6	9.8	6.27	14.13	1.615	0.182
2	2	8.5	16.5	12		9.7	19.1	10.07	17.80	4.710	0.018
3	3	17.3	10.4	16.7	18.6	12.7	11.1	15.57	13.37	0.734	0.503
4	4	11.3	11.9	16.3	17.5	11.6	16.1	13.07	15.17	0.899	0.419
5	5	10.4	11.1	12.9	16.7	11.2	17	11.50	14.93	1.670	0.170
6	6	11.4	11.6	11.7	15.4	11.7	13	11.60	13.33	1.556	0.195
7	7	12.3	11.3	10.4	17.9	11.7	16	11.47	15.07	1.765	0.152
8	8	12.7	8.1	11.5	13.6	10.4	16	11.53	12.57	0.425	0.693
9	9	9.9	9.8	10.3	17.05	10.6	16	10.27	14.28	1.769	0.152
10	10	9.4	7.5	10.5	13.8	15.2	15.2	11.70	12.17	0.158	0.882
11	11	10.2	6.4	11.2	12.9	17	9.6	12.80	9.63	1.119	0.32
	r	-0.566		0.716		-0.162		-0.286			
	Sig.	0.070		0.020		0.633		0.394			

In the Table 1 a comparison between the life span of the Pay scale in Government employees with that of KSRTC employees is made. It is found that the life span of Pay Scale for the maintenance staffs in KSRTC is lower and it is higher for the administrative staffs when compared to Government Employees working in the same category. In the lower category of workers even though the initial payment is low they will attain the maximum limit in almost half the time when compared with that of Government employees. But in higher levels the basic is lower when compared to that of the employees working under same category in other Public Sector Enterprise and also the time to attain the highest pay scale is high when compared to the other Government Sector Enterprise. This could be why many employees are accepting jobs elsewhere and quit KSRTC.

In the comparison of life span of pay scale of KSRTC with that of Government using t test, it was found that there is significant difference in three pay scales at the initial and final levels. In the initial level, life span is higher of Government employees while in the final two levels the life span is significantly higher for KSRTC employees. In all other levels the Government employees and KSRTC employees the pay scale life span is statistically same. From this it can be inferred that the administrative staffs have a greater life span pay scale and hence they are less motivated and opt for vacancies in other PSUs rather than sticking on to the Corporation.

In the above table a comparison between the lag of pay scale between the Government employees and the KSRTC employees is made. Lag of pay scale initial means the time period required for the KSRTC employees to get the initial basic pay of other government employees and lag of pay scale final means the time required for the KSRTC employees to get the final basic pay of other Government employees. This is calculated here because the salary is less to KSRTC employees when compared to other Government employees of similar posts.

In the scrutiny it was found that in 1992 the initial lag was low for lower level and higher level management, higher for middle level management. But in 1992, the final lag is lower for higher level management and it is higher for lower level management and comparatively lower for middle level management. In 1997 the initial lag is lower for lower level and rises as level rises. It is highest in the fifth scale. In 2004 the final lag is highest in the second scale and it increases as the level increases. But in the highest level it is the lowest in the year 2004.

The t test of lag of time between initial and final years of the Pay Scale in Government and in KSRTC showed that in all scales there is no significant difference as the significance

levels are greater than 0.05 except in the second scale. The result indicates that there exists a definite reduction formula in KSRTC for salary calculation in comparison with the Government pay scales.

6. Conclusion

Since the formation of Kerala State there were nine Pay Revision Committees/ Commissions and during the period of study three pay revisions were applied. A comparison with the life span of pay scale in the Government employees with that of KSRTC employees was made and it was found that the life span of Pay Scale for the maintenance staffs in KSRTC is lower and it is higher for the administrative staffs when compared to the Government employees working in the same category.

On comparing the lower category employees' pay scale it was found that even though the initial payment is low they will attain the maximum limit in almost half the time when compared with that of Government employees of the same category. But in higher levels, the basic is lower and also the time to attain the highest pay scale is high when compared with the Government Employees of the same category. Hence many employees of KSRTC are accepting same profile jobs in other Public Sector Undertakings rather than KSRTC. In the comparison of the life span of pay scale of KSRTC with that of Government employees using t-test, it was inferred that the administrative staffs have a greater life span pay scale and hence they are less motivated.

A comparison with the lag of time between initial and final years of the pay scale in Government and in KSRTC was made and on the t test analysis the result indicates that there exists a definite reduction formula in KSRTC for salary calculation in comparison with the Government pay scales. The pay scales of the employees of the Corporation were found to be lower when compared the pay scales of the employees of the other public sector enterprises of the same category. Thus it was felt may lead to the demotivation of the employees and consequently the opting for jobs in other Public Sector Enterprises than in KSRTC.

The pay scale patterns and fringe benefits enjoyed by transport employees is far less than other sectors same category employees. This brings in dissatisfaction and work turnover is affected. The work culture itself is facing serious repercussion in KSRTC due to the disparity mentioned above. The introduction of HR Department in the Corporation is recommended and this would lead to labour welfare measures which in turn would increase the labour productivity.

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