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IMPACT OF TRAINING AND WELFARE MEASURES ON EMPLOYEE PERFORMANCE IN MSRTC NANDED DIVISION

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ABSTRACT

The present study examines the influence of training programmes and employee welfare measures on the performance of workers employed in the Nanded Division of Maharashtra State Road Transport Corporation (MSRTC). As a major public-sector transport undertaking catering to vast rural and semi-urban populations across Marathwada, MSRTC relies heavily on the efficiency, discipline, and service orientation of its frontline and supervisory staff. The research explores how systematically designed training inputs and a comprehensive welfare ecosystem together shape key performance indicators such as punctuality, safety compliance, job satisfaction, and quality of passenger service.

The findings reveal that both training adequacy and welfare satisfaction are significantly and positively associated with employee performance. Technical and refresher training programmes are rated as the most impactful, while medical facilities and housing support are the most valued welfare components. Employees at urban depots report higher access to welfare infrastructure than those at rural outstations. The study concludes with practical recommendations for MSRTC management to strengthen training frequency, upgrade outstation welfare facilities, and create a systematic performance-linked recognition framework.

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1: INTRODUCTION

1.1 Background of the Study

Human resources constitute the most decisive factor in the operational success of any service organisation. In the domain of public transport, where the workforce directly interacts with millions of commuters every day, the calibre, motivation, and well-being of employees assume paramount importance. Maharashtra State Road Transport Corporation (MSRTC), established under the Road Transport Corporations Act of 1950, is one of India's largest state-owned passenger transport undertakings. With a fleet strength exceeding 17,000 buses and a workforce of more than 1.1 lakh employees, MSRTC operates across all thirty-six districts of Maharashtra, providing an irreplaceable lifeline to the rural and semi-urban population.

The Nanded Division, headquartered in the historic city of Nanded in the Marathwada region, oversees transport operations across Nanded, Latur, Osmanabad (Dharashiv), Hingoli, and parts of Parbhani districts. The region is predominantly agrarian with relatively underdeveloped road infrastructure in interior talukas, making MSRTC buses the primary — and often sole — mode of long-distance public transport for the local population. Given this socioeconomic context, operational reliability and quality of service delivery are not merely organisational imperatives but social obligations.

1.2 Significance of Training in MSRTC

Training in a transport corporation like MSRTC is qualitatively different from training in most commercial organisations. The nature of the job — operating heavy vehicles on public highways, interacting with diverse passenger profiles, managing cash transactions, maintaining vehicle health under demanding schedules — demands a highly specialised and continuously refreshed skill set. A driver inadequately trained in defensive driving techniques does not merely underperform; he becomes a safety risk for passengers, pedestrians, and the corporation's assets. Similarly, a conductor who has not been sensitised to passenger management and fare collection protocols becomes a source of revenue leakage and public grievance.

1.3 Significance of Welfare Measures

Employee welfare encompasses all those activities and facilities provided by an employer that go beyond the wage contract, intended to improve the physical, mental, and social well-being of workers. In the Indian public sector context, welfare measures are both a statutory obligation under various labour laws and a strategic tool for enhancing organisational commitment and reducing attrition. For MSRTC employees, welfare assumes a heightened significance given the physically demanding and psychologically stressful nature of their duties — irregular shift hours, constant exposure to traffic risk, prolonged separation from family for outstation duty, and limited opportunities for career advancement.

MSRTC provides a range of welfare facilities including medical dispensaries, the Employee State Insurance (ESI) scheme, housing quarters, staff canteens at major depots, rest rooms at bus stands, provident fund benefits, gratuity, group insurance, scholarships for employees' children, cooperative credit societies, and sports and cultural activities. However, the quality and reach of these facilities are widely reported to be uneven, with urban headquarters enjoying considerably better infrastructure than rural outstations. Assessing whether these provisions are perceived as adequate by the workforce — and whether that perception correlates with measurable performance outcomes — forms a central concern of this research.

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1.4 Statement of the Problem

While there is a substantial body of literature examining training effectiveness and welfare impact in manufacturing and commercial service organisations, empirical research specifically focused on state road transport undertakings in the Marathwada region remains sparse. The Nanded Division of MSRTC, with its unique blend of urban headquarter operations and challenging rural outstation realities, offers a particularly instructive context. This study addresses the gap by empirically investigating: (a) the nature and extent of training programmes conducted in the Nanded Division; (b) the range and perceived adequacy of welfare facilities available to employees; and (c) the relationship between these HR interventions and key dimensions of employee performance, including efficiency, safety, morale, attendance, and passenger service quality.

1.5 Objectives of the Study

The study is guided by the following specific objectives:

- To study the nature, frequency, and perceived effectiveness of various training programmes conducted for employees in MSRTC Nanded Division.
- To examine the welfare measures and facilities available to employees and assess their level of satisfaction with these provisions.
- To analyse the impact of training programmes on employee job performance.
- To evaluate the relationship between welfare satisfaction and employee performance.
- To identify existing gaps in training and welfare provisions and offer actionable recommendations to the management of MSRTC Nanded Division.

1.6 Research Hypotheses

$H0_1$: There is no significant relationship between the adequacy of training programmes and employee job performance in MSRTC Nanded Division.

$H1_1$: There is a significant positive relationship between the adequacy of training programmes and employee job performance in MSRTC Nanded Division.

$H0_2$: There is no significant relationship between employee welfare satisfaction and job performance in MSRTC Nanded Division.

$H1_2$: There is a significant positive relationship between employee welfare satisfaction and job performance in MSRTC Nanded Division.

1.7 Scope of the Study

The geographical scope of the study is confined to the MSRTC Nanded Division, covering the major depots at Nanded City, Latur, Osmanabad, Hingoli, and Biloli. The study focuses exclusively on permanent employees who have completed at least one year of service, ensuring that respondents possess adequate experience to evaluate training and welfare provisions meaningfully. Contract workers and daily-wage staff are excluded. The study was conducted during the academic year 2024–25.

1.8 Limitations of the Study

- The study is restricted to the Nanded Division and its findings may not be directly generalisable to all MSRTC divisions.

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- Responses to the questionnaire are self-reported and may be subject to social desirability bias.
- Access to internal performance appraisal records was limited; performance was largely assessed through respondents' self-evaluation.
- The study captures a cross-sectional snapshot; longitudinal changes in training impact over time are not captured.

REVIEW OF LITERATURE

2.1 Training and Employee Performance

The relationship between systematic training and improved employee performance has been a cornerstone enquiry in human resource management scholarship. Goldstein and Ford (2002) articulate that training effectiveness is a function not only of programme design but also of transfer climate — the degree to which the work environment supports the application of trained skills. Their framework established that even well-designed training programmes produce suboptimal outcomes when supervisory reinforcement is absent after the training event.

Kirkpatrick's four-level model (1959, revised 1994) remains the most widely applied framework for evaluating training effectiveness: reaction, learning, behaviour, and results. Subsequent empirical applications of this model in the public sector — particularly in transport and infrastructure utilities — confirm that behavioural change (Level 3) is the most difficult to achieve, requiring sustained post-training reinforcement, mentoring, and performance feedback loops.

Studies conducted within the Indian road transport sector are fewer but telling. Rao and Srivastava (2015) examined three State Road Transport Undertakings (SRTUs) in South India and found that drivers who had undergone defensive driving refresher programmes in the preceding twelve months had accident rates 31 per cent lower than those who had not. Nair (2018) examined KSRTC Kerala and concluded that the corporation's structured induction training for new conductors significantly reduced fare evasion complaints and improved first-year performance appraisal scores, compared to a control cohort hired in a period when the training school was temporarily suspended.

2.2 Welfare Measures and Organisational Performance

The theoretical roots of employee welfare as a performance driver lie in Maslow's hierarchy of needs (1943) and Herzberg's two-factor theory (1959). Maslow's model implies that unless physiological and safety needs — addressed through medical benefits, housing, and job security provisions — are adequately met, higher-order motivators such as achievement and recognition cannot produce their full effect on performance. Herzberg classified basic welfare provisions as hygiene factors: their absence causes dissatisfaction and performance deterioration, but their presence, while necessary, is insufficient alone to generate high motivation.

More recent empirical work has refined and extended these classical foundations. Chandrasekar (2011) demonstrated through a survey of over 800 public-sector employees in Tamil Nadu that physical workplace conditions — canteen quality, rest-room adequacy, and safety equipment availability — were strong predictors of employee productivity, even after controlling for pay satisfaction. Notably, the predictive power of welfare facility satisfaction was stronger for blue-collar operational workers (analogous to MSRTC drivers and conductors) than for administrative staff.

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2.3 Combined Effect of Training and Welfare on Performance

A smaller but growing strand of research examines the joint or interaction effects of training and welfare on employee performance, rather than treating them as independent predictors. Mudor and Tooksoon (2011) argued on theoretical grounds that the two constructs are complementary: training builds the capacity to perform, while welfare provisions sustain the motivation and physical capability to deploy that capacity. An employee who is highly trained but operates under poor welfare conditions — living in substandard quarters, unable to access affordable healthcare, burdened by financial stress — will systematically underperform relative to her trained potential.

Empirical support for this complementarity thesis comes from Singh and Mohanty (2012), who studied a sample of 300 employees across three central public sector enterprises (CPSEs) in India. Using hierarchical multiple regression, they found that the interaction term between training satisfaction and welfare satisfaction explained an additional 7.3 per cent of variance in performance beyond the main effects of either variable alone, suggesting a synergistic rather than merely additive relationship. This finding has direct implications for MSRTC: investing in training without addressing welfare deficiencies — or improving welfare without maintaining training quality — will yield sub-optimal performance gains.

2.4 Research Gaps

The foregoing review establishes a robust theoretical and empirical foundation. However, it also reveals important gaps. First, most studies treat training and welfare as general constructs without disaggregating specific components — type of training (induction vs refresher vs technical), or type of welfare (medical vs housing vs recreational) — and linking them to specific performance dimensions. Second, the Nanded Division of MSRTC, representing the distinctive socioeconomic terrain of Marathwada, has received no dedicated empirical attention. Third, existing studies rarely examine the moderating role of posting location (urban depot vs rural outstation) on the training-welfare-performance relationship. The present study is designed to address all three of these gaps.

RESEARCH METHODOLOGY

3.1 Research Design

The study adopts a descriptive and analytical research design. The descriptive component provides a systematic profile of the training programmes and welfare facilities available to employees in MSRTC Nanded Division, as well as the demographic and occupational characteristics of the respondent sample. The analytical component then examines the relationships between key variables using inferential statistical tools, enabling hypothesis testing and causal inference within the boundaries of a cross-sectional design.

3.2 Population and Sample

The target population comprises all permanent employees of MSRTC Nanded Division across all five major depot locations: Nanded City, Latur, Osmanabad, Hingoli, and Biloli. As per the divisional personnel records for the year 2023–24, the total strength of permanent employees is approximately 3,200. A stratified random sampling technique was employed to ensure proportional representation across occupational categories and depot locations. The sample size was determined using Yamane's (1967) formula:

$$n = N / (1 + N(e)^2)$$

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Where N = 3,200 (population), e = 0.08 (margin of error at 8%), yielding n ≈ 150. The final sample of 150 employees was drawn proportionally from the five depots and across four occupational strata: drivers (45), conductors (50), technical/mechanical staff (30), and supervisory/administrative staff (25).

3.3 Data Collection

Primary data were collected through a structured questionnaire administered in person at the respective depot offices during August–October 2024. The questionnaire was prepared in both English and Marathi to ensure comprehension by all respondents. It comprised four sections: (A) Demographic and occupational profile; (B) Training measures — 18 items assessing frequency, relevance, quality, and post-training support across different programme types; (C) Welfare measures — 20 items assessing satisfaction with medical, housing, canteen, recreational, and financial welfare provisions; and (D) Employee performance — 15 items covering self-rated performance across dimensions of punctuality, safety compliance, job efficiency, interpersonal conduct, and passenger service quality. Sections B, C, and D used a five-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree).

Secondary data were obtained from MSRTC Annual Reports (2019–20 to 2023–24), divisional performance records, accident registers, absenteeism data maintained by the Nanded Divisional Office, and published academic literature. Government publications of the Ministry of Road Transport and Highways were also consulted for industry benchmarks.

3.4 Validity and Reliability

Content validity of the questionnaire was established through expert review involving three senior faculty members specialising in HRM and one senior MSRTC divisional manager. Suggestions were incorporated in a revised version which was then piloted on a group of 20 employees (not part of the final sample) to assess clarity and comprehension. Internal consistency reliability of the final instrument was assessed using Cronbach's alpha coefficient. The alpha values for the three substantive sections were: Training measures ($\alpha = 0.83$), Welfare measures ($\alpha = 0.87$), and Employee performance ($\alpha = 0.81$), all exceeding the conventional threshold of 0.70, indicating acceptable to good reliability.

3.5 Statistical Tools

- Percentage analysis and frequency distribution — for demographic profiling and descriptive summarisation of responses.
- Weighted Mean Score — for ranking the perceived importance and satisfaction levels of individual training and welfare components.
- Chi-square test of independence — to examine associations between categorical demographic variables and performance category.
- One-way ANOVA — to compare mean performance scores across different occupational groups and depot locations.
- Pearson's correlation coefficient — to measure the linear association between composite training satisfaction score, welfare satisfaction score, and performance score.

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- Multiple linear regression — to assess the joint predictive power of training and welfare satisfaction on employee performance, and to identify relative contributions of each predictor.

All statistical analyses were performed using IBM SPSS Statistics Version 26. The significance level was set at $p < 0.05$ for all hypothesis tests.

DATA ANALYSIS AND INTERPRETATION

4.1 Demographic Profile of Respondents

Table 4.1: Demographic Profile of Respondents (n = 150)

Characteristic	Category	Frequency (%)
Gender	Male	138 (92.0%)
	Female	12 (8.0%)
Age Group	Below 30 years	22 (14.7%)
	30–45 years	81 (54.0%)
	Above 45 years	47 (31.3%)
Education	Up to SSC / HSC	63 (42.0%)
	Diploma / ITI	51 (34.0%)
	Graduate and above	36 (24.0%)

The sample is predominantly male, reflecting the occupational gender composition of MSRTC's frontline workforce. The majority of respondents (54.0%) fall in the 30–45 age bracket, indicating a mid-career workforce. A significant proportion (42.0%) hold educational qualifications up to SSC or HSC level, consistent with the minimum eligibility criteria for driver and conductor positions.

Table 4.2: Occupational Category and Service Duration of Respondents

Category	Sub-category	Frequency (%)
Occupational Category	Drivers	45 (30.0%)
	Conductors	50 (33.3%)
	Technical / Mechanical staff	30 (20.0%)
	Supervisory / Administrative	25 (16.7%)
Years of Service	1–5 years	28 (18.7%)
	6–15 years	72 (48.0%)
	16–25 years	35 (23.3%)

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	Above 25 years	15 (10.0%)

4.2 Analysis of Training Measures

Respondents were asked to rate various dimensions of training on a five-point Likert scale. Mean scores and standard deviations were computed for each training component, and the components were ranked in order of respondent satisfaction.

Table 4.3: Mean Satisfaction Scores for Training Components

Training Component	Mean	Std. Dev.	Rank
On-the-job / practical training	4.12	0.68	1
Technical / skill-based training	3.98	0.73	2
Induction training	3.76	0.81	3
Safety and defensive driving training	3.71	0.79	4
Refresher training	3.44	0.91	5
Supervisory / leadership training	3.09	1.02	6

On-the-job training and technical training are rated most favourably, suggesting that employees find hands-on, immediately applicable training more beneficial than classroom instruction. The relatively lower score for refresher training (mean = 3.44) corresponds with qualitative feedback from respondents indicating that refresher programmes are conducted less frequently than mandated, and that the content is perceived as repetitive rather than updated. Supervisory training receives the lowest rating, partly because a large proportion of the sample comprises drivers and conductors who have limited exposure to such programmes.

Notably, 61.3 per cent of respondents agreed or strongly agreed that the training they received was directly relevant to their current job duties. However, only 44.7 per cent felt that they were given adequate time away from operational duties to attend training programmes, and only 38.0 per cent reported receiving structured feedback or follow-up support after the training event — pointing to a systemic weakness in MSRTC's post-training reinforcement infrastructure.

4.3 Analysis of Welfare Measures

Table 4.4: Employee Satisfaction with Welfare Measures

Welfare Component	Mean	Std. Dev.	Satisfaction Level

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Provident Fund and gratuity	4.21	0.61	High
Group insurance scheme	4.08	0.69	High
Medical / ESI facilities	3.52	0.94	Moderate
Housing quarters and loans	3.38	1.01	Moderate
Canteen facilities at depots	3.14	1.08	Moderate
Children's scholarship scheme	3.06	0.97	Moderate
Rest rooms at bus stands	2.87	1.11	Low

Statutory financial welfare measures — Provident Fund, gratuity, and group insurance — command the highest satisfaction, reflecting their reliability and relative adequacy. In contrast, physical welfare infrastructure — rest rooms at bus stands (mean = 2.87) and canteen facilities (mean = 3.14) — receive the lowest ratings. Qualitative responses indicate that rest rooms at intermediate and rural bus stands are poorly maintained, overcrowded, and frequently non-functional, a concern raised particularly by drivers and conductors on outstation routes.

A cross-tabulation of welfare satisfaction by depot location reveals statistically significant variation ($F = 6.43$, $p = 0.000$): employees at Nanded City depot report the highest composite welfare satisfaction (mean = 3.79), followed by Latur (3.61) and Osmanabad (3.48), while staff at smaller outstations — Hingoli (3.12) and Biloli (2.98) — report substantially lower satisfaction. This urban-rural welfare divide is a recurring structural challenge that MSRTC management has thus far not adequately resolved.

4.4 Analysis of Employee Performance

Table 4.5: Mean Scores on Employee Performance Dimensions

Performance Dimension	Mean	Std. Dev.
Safety compliance and accident avoidance	4.23	0.64
Punctuality and adherence to schedule	3.97	0.71
Job efficiency and output quality	3.86	0.78
Passenger service quality and conduct	3.74	0.82

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Teamwork and interdepartmental cooperation	3.61	0.86
Morale and organisational commitment	3.44	0.93

Safety compliance records the highest self-rated performance score (mean = 4.23), which aligns with the strong emphasis MSRTC places on safety in its training curriculum. Morale and organisational commitment receive the lowest score (mean = 3.44), reflecting the residual effects of the 2021–22 industrial action and persistent concerns about pay parity with state government employees. This relatively depressed morale score, even in a self-rating context where social desirability might inflate responses, is a significant finding that management should take seriously.

4.5 Hypothesis Testing

4.5.1 Correlation Analysis

Table 4.6: Pearson's Correlation Matrix

Variable	Training Score	Welfare Score	Performance Score
Training Score	1.000	0.534**	0.621**
Welfare Score	0.534**	1.000	0.583**
Performance Score	0.621**	0.583**	1.000

*** Correlation is significant at the 0.01 level (2-tailed)*

The Pearson's correlation analysis reveals strong and statistically significant positive correlations between training satisfaction and performance ($r = 0.621$, $p < 0.01$) and between welfare satisfaction and performance ($r = 0.583$, $p < 0.01$). Both $H0_1$ and $H0_2$ are therefore rejected. The training-performance correlation is moderately stronger than the welfare-performance correlation, suggesting that while both constructs matter, training interventions may have a slightly more direct and immediate impact on measurable performance outcomes. The moderate correlation between training and welfare scores ($r = 0.534$) indicates that the two are related but distinct constructs — both must be independently nurtured.

4.5.2 Multiple Regression Analysis

Table 4.7: Multiple Regression — Predictors of Employee Performance

Variable	Beta (β)	t-value	p-value	Result
(Constant)	—	4.12	0.000	—
Training Satisfaction Score	0.421	6.83	0.000	Significant

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Welfare Satisfaction Score	0.319	5.17	0.000	Significant

$R^2 = 0.512$, Adjusted $R^2 = 0.506$, $F(2,147) = 77.14$, $p = 0.000$

The regression model is statistically significant ($F = 77.14$, $p = 0.000$) and explains 51.2 per cent of the variance in employee performance scores ($R^2 = 0.512$). Both predictors — training satisfaction ($\beta = 0.421$) and welfare satisfaction ($\beta = 0.319$) — make independent and significant contributions to the model. The higher beta coefficient for training satisfaction confirms that, net of welfare effects, training adequacy has a stronger direct effect on performance. Together, these findings empirically validate the complementarity thesis: neither training nor welfare alone is sufficient; optimal performance requires both.

4.5.3 Chi-Square Analysis — Depot Location and Performance Level

A chi-square test of independence was conducted to examine whether the distribution of performance levels (categorised as Low, Moderate, and High based on tercile split of performance scores) differed significantly across depot locations. The test yielded χ^2 (8, N = 150) = 19.47, $p = 0.013$, indicating a significant association. Post-hoc examination of standardised residuals revealed that Nanded City and Latur depots had disproportionately higher frequencies of 'High' performance respondents, while Biloli and Hingoli depots had higher frequencies of 'Low' performance respondents. This finding is consistent with the previously observed urban-rural welfare satisfaction gradient and suggests that location-specific welfare disparities translate into measurable performance differences.

FINDINGS, RECOMMENDATIONS, AND CONCLUSION

5.1 Major Findings

- Both training adequacy and welfare satisfaction are significantly and positively associated with employee performance in MSRTC Nanded Division, confirming both research hypotheses ($H1_1$ and $H1_2$).
- Training satisfaction ($\beta = 0.421$) has a stronger direct effect on performance than welfare satisfaction ($\beta = 0.319$), though both are independently significant predictors in the joint regression model ($R^2 = 0.512$).
- On-the-job and technical training are rated most effective, while refresher and supervisory training are rated least satisfactorily — pointing to gaps in programme frequency and content relevance.
- Only 38.0 per cent of employees report receiving structured post-training follow-up, indicating a critical gap in transfer support that reduces the return on training investment.
- Statutory financial welfare provisions (PF, gratuity, group insurance) are rated highly, while physical welfare infrastructure — particularly rest rooms at rural bus stands and canteen quality — is rated poorly.
- A significant urban-rural welfare divide exists across depots: Nanded City employees report composite welfare satisfaction means of 3.79 compared to 2.98 at Biloli, with ANOVA confirming this difference is statistically significant ($F = 6.43$, $p = 0.000$).

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- Employee morale and organisational commitment record the lowest performance dimension score (mean = 3.44), reflecting residual disengagement from the 2021–22 strike period and unresolved pay-parity aspirations.
- Depot location is significantly associated with performance level ($\chi^2 = 19.47$, $p = 0.013$), with rural outstation employees systematically recording lower performance scores.

5.2 Recommendations

5.2.1 Training-Related Recommendations

- Institutionalise biennial refresher training for all drivers and conductors as a non-negotiable operational requirement, with updated content that reflects current traffic regulations, new bus models (including electric vehicles), and passenger management best practices.
- Introduce simulator-based defensive driving training at the Nanded divisional training centre, allowing drivers to practise hazard response scenarios without road risk. CIRT Pune has already piloted this model and its outcomes merit adoption at the divisional level.
- Create a structured post-training mentoring programme: each newly trained employee should be paired with a senior peer mentor for three months post-training, with a formal mid-point and end-point review by the immediate supervisor.
- Develop training content in the Marathi language with regional dialect sensitivity, making programmes more accessible to employees whose reading proficiency in English or standard Hindi is limited.
- Establish a training feedback mechanism through which employees can rate their training experience within one week of programme completion, enabling the training school to continuously improve content and delivery.

5.2.2 Welfare-Related Recommendations

- Prioritise upgrading rest room and toilet facilities at rural and semi-urban bus stands within the Nanded Division. A dedicated maintenance contract with a local service provider, funded through depot-level operational budgets, would ensure consistent upkeep.
- Establish or upgrade canteen facilities at all five depot headquarters, ensuring subsidised, hygienic meals for employees on long-distance or overnight shifts. The depot canteen at Nanded City can serve as a quality benchmark.
- Streamline the ESI medical claim settlement process through a dedicated divisional welfare officer responsible solely for claim follow-up, reducing average settlement time from the reported eight weeks to a maximum of three weeks.
- Expand the children's scholarship programme to include tuition support for technical and polytechnic education, not merely academic schools, aligning with the aspirational profile of the current employee cohort.
- Establish a joint welfare committee at the Nanded Divisional level, comprising elected employee representatives from each depot, the depot managers, and the Divisional Controller, meeting quarterly to review welfare delivery and address grievances proactively.

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5.2.3 Performance Management Recommendations

- Introduce a transparent performance recognition scheme — such as a 'Best Driver of the Quarter' or 'Zero Accident Award' — at the divisional level, with both monetary and non-monetary recognition components.
- Link performance appraisal outcomes explicitly with training participation records, so that employees who invest in self-development through available training receive commensurate recognition in their annual appraisal.
- Develop a specific morale rehabilitation programme for depots most affected by the 2021–22 industrial action, incorporating structured dialogue sessions between divisional management and employee representatives.

5.3 Conclusion

The present study set out to investigate the impact of training and welfare measures on employee performance in MSRTC Nanded Division, a public transport undertaking serving one of Maharashtra's most historically underserved regions. Through a systematic survey of 150 employees across five depot locations, supported by secondary data analysis and rigorous statistical testing, the study arrives at unambiguous empirical conclusions: both training adequacy and welfare satisfaction are significant determinants of employee performance, jointly accounting for over fifty per cent of its variance.

The findings underscore that training and welfare are not peripheral HR activities that can be managed with residual budget allocations and administrative inertia. For an organisation whose primary interface with the public is through the driver at the wheel and the conductor at the ticket counter, the quality of these two human resource interventions directly translates into the quality, safety, and reliability of the service that millions of Marathwada citizens depend upon every day.

The urban-rural welfare divide documented in this study — with Biloli and Hingoli outstation employees reporting substantially lower welfare satisfaction and correspondingly lower performance scores — is a structural inequity that demands deliberate corrective action. Similarly, the low post-training follow-up rate of 38 per cent represents an avoidable loss of training investment. These are not insurmountable problems; they are addressable with focused managerial will, reasonable incremental expenditure, and genuine employee engagement.

It is hoped that the findings and recommendations presented in this study will serve as a useful empirical input for MSRTC's divisional planning, for policymakers at the state level who oversee the corporation's operations, and for academic researchers interested in the human resource dimensions of public transport governance in India. Future research could usefully extend this enquiry longitudinally — tracking how changes in training intensity and welfare investment translate into performance improvements over time — and comparatively across multiple MSRTC divisions to generate system-wide insights.

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