

# A Study on Job Satisfaction with Reference to Transport Employees in Tiruvarur District

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**ABSTRACT** - The success of any organization depends on the effective utilization and motivation of its human resources. The handling of human resources is a delicate problem, which includes psychological, physiological, environmental and social factors. Job satisfaction is an integral part of the organizational climate and it is a unique factor in the employer –employee relationship. It is basically a matter of needs and desires, feelings or expectations and is related to the various aspects of employee's behaviour, which has a bearing on any promising organization. Job satisfaction is favourable or unfavourable with which an employee views his work. There are several hundreds of transport workers in the Tiruvarur district. Since no other sampling technique can be effectively employed due to reasons beyond the control of the researcher, convenient sampling technique was administered in this study. Under convenience sampling method 150 transport workers, 75 each from drivers and conductors were selected. Great care was taken to include workers from different age groups, educational qualifications and experience in the occupation. For the purpose of the study, an Interview schedule was designed and administered on the respondents. Particulars were collected regarding the opinion and satisfaction levels of the present salary, promotional opportunities, job security, problems faced, in the occupation, factors that increase satisfaction levels and factors that decrease satisfaction levels. The job satisfaction level among the drivers and conductors working in the State Road and not Transport Corporation is satisfactory detrimental. The drivers and Conductors expect something more from the corporation in term of salary, promotion, fringe benefits etc.,

**Keywords:** Job satisfaction, Effects of job satisfaction, Job Satisfaction and Life Satisfaction.

## I. INTRODUCTION

Developing countries like India cannot afford to neglect the problem of the people who contribute to its economic growth. Men work to satisfy their needs, and the extent of need satisfaction or need frustration is reflected in their behaviour. So the study of human behaviour is very essential in every industrial activity. This can be achieved through scientific job satisfaction studies. Job satisfaction is one of the important factors, which has drawn attention of managers in the organization as well as academicians. Job satisfaction is the mental feeling of favourableness, which an individual has about his job.

## II. IMPORTANCE OF THE STUDY

Normally job-satisfaction leads to higher performance or productivity. A well satisfied worker will take initiative in improving his performance. But researchers have proved

that this assumption is not always correct. For example, a satisfied worker may be a high or low or average performer. Being influenced by several intervening variable such as reward, the relationship between satisfaction and performance becomes complex. According to Peter Lawler, productivity leads to better job satisfaction because performance attracts reward and reward result in job satisfaction.

The most realistic approach under system concept is that both job satisfaction and performance are correlated and influence each other. These two have circular relationship. Performance or productivity leads to rewards and satisfaction, which then push the workers to more efforts because of high-perceived expectancy, and it further leads to higher performance, which leads to satisfaction in a circular relationship. Thus job satisfaction leads to better performance if effective leadership is provided.

Satisfaction induces motivation and interest in work. When work becomes interesting the worker gets satisfaction from work.

**Objectives of the study**

The study “Job-Satisfaction among TNSTC workers in Tiruvarur” aims at the following objectives.

1. To examine the various theoretical concepts of job satisfaction
2. To know the opinion of transport workers regarding the monetary aspects of their work
3. To assess the satisfaction level of the transport workers regarding the work environment
4. To know the factors responsible for increasing or decreasing their job satisfaction.
5. To offer suitable suggestions for improving the satisfaction of the drivers and conductors over their jobs.

**III. SAMPLING**

There are several hundreds of transport workers in the Tiruvarur district. Since no other sampling technique can be effectively employed due to reasons beyond the control of the researcher, convenient sampling technique was administered in this study. Under convenience sampling method 150 transport workers, 75 each from drivers and conductors were selected. Great care was taken to include workers from different age groups, educational qualifications and experience in the occupation. For the purpose of the study, an Interview schedule was designed and administered on the respondents. Particulars were collected regarding the opinion and satisfaction levels of the present salary, promotional opportunities, job security, problems faced, in the occupation, factors that increase satisfaction levels and factors that decrease satisfaction levels.

**Limitations of the study**

1. The study is restricted to Tiruvarur district only.
2. The study is restricted to passenger transport bus drivers and conductors only.
3. The opinion of the workers alone is taken up for the study. Opinion of the officers are not considered.
4. The results of the study cannot be generalized to other areas due to changing environment of working conditions.
5. The study has not covered other details such as the attitude of the family members towards the work and standard of living of the workers, owing to time and money constraints.

**Table 1 - Opinion about Present Salary**

Opinion	Drivers		Conductors	
	No. of Respondents	%	No. of Respondents	%
Strongly Dissatisfied	7	9	8	11
Dissatisfied	32	43	35	46
Somewhat satisfied	36	48	32	43
Strongly satisfied	--	--	--	--
No opinion	--	--	--	--
<b>Total</b>	<b>75</b>	<b>100</b>	<b>75</b>	<b>100</b>

Source: Primary data

Salary is one of the factors, which motivates the workers in general. Table 1 shows that none of the transport employees are strongly satisfied with their present level of salary. Only 48 percent of the drivers and 43 percent of the conductors are somewhat satisfied with their present salary set up.

**Table 2 - Opinion about Promotion Avenues**

Opinion	Drivers		Conductors	
	No. of Respondents	%	No. of Respondents	%
Strongly Dissatisfied	--	--	--	--
Dissatisfied	70	93	33	44
Somewhat satisfied	--	--	36	48
Strongly satisfied	5	7	6	8
No opinion	--	--	--	--
<b>Total</b>	<b>75</b>	<b>100</b>	<b>75</b>	<b>100</b>

Source: Primary data

Promotion is the advancement of an employee to all better in terms of greater responsibilities, more prestige or status greater skill and specially increased rate of pay. The senior level conductors are finally promoted, as checkers whereas the drivers have little no chance of getting any promotion 93 percent of the bus drivers and 44 percent of the bus conductors are dissatisfied with the promotion awareness of the transport corporation.

**Table 3 Opinion about Yearly Increments**

Opinion	Drivers		Conductors	
	No. of Respondents	%	No. of Respondents	%
Strongly Dissatisfied	4	5	3	4
Dissatisfied	40	53	39	52
Dissatisfied	31	42	33	44
Somewhat satisfied	--	--	--	--
Strongly satisfied	--	--	--	--
No opinion				
<b>Total</b>	<b>75</b>	<b>100</b>	<b>75</b>	<b>100</b>

Source: Primary data

Annual increments to employees are given to motivate them for good performance and also to recognize their service. It is a monetary reward and considered as a positive incentive. Table 3 shows the satisfaction level of transport workers with regard to yearly increments. 53 per cent of the drivers and 52 per cent of the conductors are dissatisfied with the annual increments offered by the Corporation. The remaining 42 percent of Drivers and 44 percent of conductors are somewhat satisfied with the amount of increments.

**Table 4 - Opinion about Leave facilities**

Opinion	Drivers		Conductors	
	No. of Respondents	%	No. of Respondents	%
Strongly Dissatisfied	3	4	4	6
Dissatisfied	33	44	35	46
Dissatisfied	39	52	36	48
Somewhat satisfied	--	--	--	--
Strongly satisfied	--	--	--	--
No opinion				
<b>Total</b>	<b>75</b>	<b>100</b>	<b>75</b>	<b>100</b>

Source: Primary data

Generally there are three types of leave provided to all employees. There are casual leave, sick leave and privilege leave. Almost all the drivers and conductors are satisfied with their leave facilities. Among them 52 percent of bus drivers and 48 percent of bus conductors of transport services are somewhat satisfied and the remaining are dissatisfied except a few who strongly dissatisfied with the leave facilities provided by the corporation.

**Table 5 - Opinion about Job Security**

Opinion	Drivers		Conductors	
	No. of Respondents	%	No. of Respondents	%
Strongly Dissatisfied	--	--	--	--
Dissatisfied	--	--	--	--
Somewhat satisfied	39	52	36	48
Strongly satisfied	33	44	35	46
No opinion	3	4	4	6
<b>Total</b>	<b>75</b>	<b>100</b>	<b>75</b>	<b>100</b>

Source: Primary data

Job security is one of the major factors, which affects an individuals physical and mental health. It generally improves job satisfaction favourably. The study reveals that 44 percent of the drivers and 46 percent of the conductors of the transport corporation are strongly satisfied with the job security. It is clear from the above table that none of the respondent is dissatisfied with the security position of their job.

**Table 6 - Opinion about Grievance-Redressal Programmes**

Opinion	Drivers		Conductors	
	No. of Respondents	%	No. of Respondents	%
Strongly Dissatisfied	3	4	2	3
Dissatisfied	35	47	37	49
Dissatisfied	37	49	36	48
Somewhat satisfied	--	--	--	--
Strongly satisfied	--	--	--	--
No opinion				
<b>Total</b>	<b>75</b>	<b>100</b>	<b>75</b>	<b>100</b>

Source: Primary data

Grievances exist in the minds of individuals are produced and dissipated by situations are fostered or healed by group pressures, are adjusted or made worse by supervisors, and are nourished or dissolved by the climate in the organization which is affected by all the above factors and by the management. The study shows that 47 percent of the drivers are 49 study of the conductors are dissatisfied with the grievance redressal programmes of the transport corporation.

#### IV. FINDINGS OF THE STUDY

- ❖ 49 percent of the drivers and 46 percent of conductors have been receiving Rs.5001 to Rs.10000 and 38 percent of the drivers and 42 percent of the conductors have been receiving more than Rs.10,000 as total monthly income from the transport corporation.

- ❖ None of the transport employees are strongly satisfied with their present level of salary. Only 48 percent of the drivers and 43 percent of the conductors are somewhat satisfied with their present salary set up.
- ❖ The senior level conductors are finally promoted as checkers whereas the drivers have little no chance of getting any promotion. 93 percent of the bus drivers and 44 percent of the bus conductors are dissatisfied with the promotion awareness of the transport corporation.
- ❖ 53 per cent of the drivers and 52 per cent of the conductors are dissatisfied with the annual increments offered by the Corporation. The remaining 42 percent of Drivers and 44 percent of conductors are somewhat satisfied with the amount of increments.
- ❖ The study reveals that 46 percent of both the drivers and conductors of the transport corporation are strongly satisfied with the job security.
- ❖ The study shows that 47 percent of the drivers are 49 study of the conductors are dissatisfied with the grievance redressal programmes of the transport corporation.

#### V. SUGGESTIONS OF THE STUDY

- Salary is the prime determinant of job satisfaction. Therefore the salary of the drivers and conductors need revision. The corporation has to take steps for revising the pay scales of the workers to improve their satisfaction level.
- This high time for the management of the corporation to revise the promotion policy, which is the root cause for dissatisfaction among the workers especially drivers and conductors. If promotion to next cadre is not possible at least monetary benefits of the next cadre be provided to them .
- Unless the drivers and conductors feel that their jobs are secured they cannot work effectively. So the Corporation shall ensure job security of the drivers and conductors.
- The present system grievance redressal is not satisfactory. So steps may be taken to modify them in order to satisfy the aggrieved parties effectively.

#### VI. CONCLUSION

The job satisfaction level among the drivers and conductors working in the State Road and not Transport Corporation is satisfactory detrimental. The drivers and Conductors expect something more from the corporation in term of salary, promotion, fringe benefits etc., The corporation shall come forward to provide more benefits and facilities to its workers so that their job satisfaction can be improved further.

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