

Employee Job Satisfaction In Ksrtc Divisions

(With Special Reference To Karnataka)

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ABSTRACT

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.

Introduction ;

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.

Key words

KSRTC = Karnataka state road transportation corporation

STU = State transport units

Importance of the Study

Transport is concerned with the movement of men and material for some specific purpose. It is the single powerful factor on which the economic, social and political activities of a nation depend. Without transport, the functional differentiation of areas into the various specialized types of land uses would be difficult. Transport has evidently brought the whole world in the mainstream of the functional life of people. Transport development is responsible for the concentration of man power but the growth of population in most of the cases has been responsible for the development of a transport network. The growth of transportation is dictated by the growth of population and employment which has accelerated the expansion of transport network.

The inland transportation map of India comprises roadways, railways, waterways, and air ways. Road ways include all those land routes which are wide enough to be used by vehicular traffic. Roadways carry more than 95 per cent of the domestic passenger by vehicular traffic. Road transport is a basic and fundamental necessity of mankind. It can function in an exceptionally flexible and diversified manner. Road transport is by far one of the most important modes of transport to carry the bulk of passengers.

Statement of the Problem

India has registered an astonishing progress in the area coverage of bus transport owing to State Transport Undertakings. It is fair to note that the STUs had extended their services to every region having metal or pukka roads, to the maximum extent. The social benefit that the

STUs have produced in this regard, is of high order and it cannot be disputed that this factor needs to be looked in to with due weightage when studying the performance of STUs. However, the maxim of social benefit cannot gain support forever for the STUs, which are deplorably poor in performance taking profitability as the index of efficiency. There is a big hue and cry for privatization of public undertakings all over the world on the pleas that they are wasted scarce resources due to operational inefficiency.

The rural passengers need to go to the nearby towns for various purposes. At present, the transport services in rural areas do not meet all the requirements of the passengers up to the expected level due to many reasons. The passengers face a number of problems caused by Corporation, crew, co-passengers and general public in connection with their traveling. The problems of the passengers with regard to Corporation are inadequate services, poor condition of buses and undue waiting time at bus stops. Ultimately these problems dissatisfy the rural passengers very much. Many times the rural passengers have to face a belated or no bus arrival. Similarly the Corporation has to encounter a lot of problems in running rural services. The rural road conditions are not as good as towns. Moreover, plying of services in sparsely populated rural areas results in low efficiency and uneconomical return to the Corporation. Generally, private transport operators do not come forward to operate buses in rural areas due to these reasons. However, being a part of the welfare Government, the STUs have to extend its services to rural areas without considering economic viability.

Objectives of the Study

In order to probe the above aspects this study has the following objectives.

1. To study the general performance of KSRTC Divisions, Karnataka in general and human relations aspect in particular.
2. To identify the factors influencing job satisfaction of employees in KSRTC Divisions, Karnataka.

Hypotheses

H1: There is no significant difference in the level of satisfaction on each factor influencing job satisfaction among different cadres of the employees.

H2: There is significant difference in the opinion about Nature of Job between different Experience group of the employees.

Methodology

The study is descriptive in nature. Survey method was adopted to carry out the objectives of the study. Being a field study the present study involves data collection under actual environmental condition. So, both primary and secondary data were used in the study.

Data Collection: Secondary data were collected from a wide spectrum of sources such as related books, relevant magazines, published and unpublished sources and Government reports. Websites of various transport organisations were also of great use in the collection of secondary data. The primary data were collected from the employees of the KSRTC Divisions

Karnatakaby conducting a sample survey using structured, pre-tested interview schedule, adopting stratified proportionate random sampling model.

Statistical Tools :The data thus collected were classified, tabulated, analysed and interpreted with the help of relevant statistical tools making use of Statistical Package for Social sciences (SPSS). For analyzing and evaluating the data and to establish the meaningful interrelationship among variables, several mathematical, statistical and economic tools were used. To explore the performance, percentage analysis, path analysis, factor analysis and chi- square test were used in this study

Limitations of the Study

Keeping in view the limitations of an individual researcher, the study has been confined to four divisions of the KSRTC, Karnataka only. The other are kept out of the purview of the study because of its peculiar nature. No elaborate comparison is attempted between the study unit and other Corporations of the state for want of time.

Even though private operators are also plying bus services in the study area, the researcher has restricted the focus of the study on KSRTC only because it is a fully Government owned Corporation established to ensure better service to the general public despite several limitations and majority of the transport workers in the study area are employed in it. Factors, motivators, environment etc., may not to be the same for the Corporation as a whole.

ANALYSIS OF JOB SATISFATION IN KARNATAKA DIVISIONS

The opinions of the employees about nature job are grouped on the basis of their cadre.

The grouped data is given in Table 5.1.

Table 5.1

Job Cadre and level of satisfaction over nature of job

Job cadre	Level of Satisfaction						Total
	Low	%	Medium	%	High	%	
Managerial Cadre	2	5	27	68	11	27	40
Supervisory Cadre	10	12	58	73	12	15	80
Worker Cadre	43	11	297	78	40	11	380
Total	55	11	382	76	63	13	500

Source: Primary Data

From Table 5.1 it is clear that 27 per cent of the employees in the Managerial Cadre, 15 per cent of the employees in the Supervisory Cadre and 11 per cent of the employees in the working cadre expressed high level satisfaction on the nature of job they generally perform. 12 per cent of the employees in the Supervisory Cadre 11 per cent of them in the Working Cadre and only 5 per cent of them in the Managerial Cadre have expressed only low level satisfaction. The overall opinion is that as much as 76 percent of the respondents irrespective of their cadre expressed only medium level of job satisfaction over the nature of their job. Another 13 percent expressed high and 11 percent expressed low level of satisfaction with regard to the nature of their job. So, it can be inferred that the nature of job in the Corporation is moderately satisfactory to all these cadres of employees.

Testing of Hypothesis

To verify the opinion of the different job cadregroups of employees that they were not satisfied with the Job cadreand Nature of Job, a null hypothesis is framed and tested with the help of Chi-square test.

H1: There is no significant difference in the opinion about Nature of Job between different Job cadre groups of the employees.

H2: There is significant difference in the opinion about Nature of Job between different Experience group of the employees.

Experience and Level of Satisfaction on Nature of Job

The level of satisfaction experienced by the employees on the nature of job are grouped according to their experience in table 5.3 to assess whether there is any relationship between experience and level of satisfaction.

Table 5.3

Experience and Level of Satisfaction on Nature of Job

Experience (Years)	Level of Satisfaction						Total
	Low	%	Medium	%	High	%	
Upto 15	8	11	61	80	7	9	76
16 -30	38	11	274	77	44	12	356
Above 30	9	13	47	69	12	18	68
Total	55	11	382	76	63	13	500

Source: Primary Data

From Table 5.3 it can be understood that experienced employees in the Corporation were highly satisfied with the nature of their job compared to less experienced employees. Their level of satisfaction increases along with the increase in the years of their experience. The overall opinion of the employees reveals that 11 percent of the employees expressed low level of satisfaction, 76 percent expressed moderate level of satisfaction and 13 percent of them have expressed high level of satisfaction. Thus, the level of satisfaction on nature of job is low for employees with less than 30 years of experience where as it is high for employees with more than 30 years of experience. The majority of the employees irrespective of their experience have expressed only moderate level of satisfaction on the nature of their job.

Testing of Hypothesis

To verify the opinion of the different experience groups of employees that they were moderately satisfied with Nature of Job, a null hypothesis is framed and tested with the help of Chi-square test.

H1: There is no significant difference in the opinion about Nature of Job between different Experience group of the employees.

H2: There is significant difference in the opinion about Nature of Job between different Experience group of the employees.

The result is given in Table 5.4.

Table 5.4

Chi-Square Test Results

Particulars	Value
Calculated value χ^2	3.078
Degrees of freedom	4
Level of significance	5%
Table value	9.488

Result: Since the table value (9.488) is higher than the calculated value (3.078) the null hypothesis is accepted. So, it is proved that the difference in the opinion about nature of job is not significant among different experience groups of employees. Hence, it can be confirmed that majority of the employees in the study area were moderately satisfied with nature of job that they were doing in the Corporation.

Job cadre and Level of Satisfaction on Working Condition

The opinion of the respondents describing their level of satisfaction over the working conditions are grouped according to the cadre they belong. The grouped data is given table 5.5.

Table 5.5

Job cadre and Level of Satisfaction on Working Condition

Job Cadre	Level of Satisfaction						Total
	Low	%	Medium	%	High	%	
Managerial Cadre	3	8	30	75	7	17	40
Supervisory Cadre	9	11	62	78	9	11	80
Worker Cadre	58	15	285	75	37	10	380
Total	70	14	377	75	53	11	500

Source: Primary Data

Table 5.5 shows that 14 percent of the employees were less satisfied, 75 percent of them were moderately satisfied and 11 percent of them were highly satisfied with the working conditions in which they were working. Managerial cadre employees were more in the highly satisfied group (17 percent) where as workers cadre employees were more in the less satisfied group. The overall opinion is as much as 75 percent of the employees irrespective of their cadre were moderately satisfied with the working condition that exist at their work spot.

Table 5.2

Chi-Square Test Results

Result: Since the table value (9.488) is less than the calculated value (10.945) the null hypothesis is rejected. So, it is proved that the difference in the opinion about Nature of Job among different Job cadre groups is significant. Hence, it can be confirmed that managerial cadre employees were highly satisfied with Nature of Job offered in the work place compared to other cadres.

Particulars	Value
Calculated value χ^2	10.945
Degrees of freedom	4
Level of significance	5 %
Table value	9.488

Testing of Hypothesis

To verify the opinion of the different job cadregroups of employees that they were moderately satisfied with the existing Working Conditions, a null hypothesis is framed and tested with the help of Chi-square test.

Ho: There is no significant difference in the opinion about Working Conditions between different Job cadre groups of the employees.

Ha: There is significant difference in the opinion about Working Conditions between different Job cadre groups of the employees.

Table 5.6

Particulars	Value
Calculated value χ^2	5.732
Degrees of freedom	4
Level of significance	5 %
Table value	9.488

Result: Since the table value (9.488) is higher than the calculated value (5.732) the null hypothesis is accepted. So, it is proved that the difference in the opinion about working conditions is not significant among different Job cadre groups of employees. Hence, it can be confirmed that majority of the employees in the study area were moderately satisfied with working conditions prevalent in the work place.

Experience and Level of Satisfaction on Working Condition

The opinion of the respondents about their level of satisfaction on working conditions in which they were working based on their experience is given in Table 5.7.

Table 5.7

Experience and Level of Satisfaction on Working Condition

Experience (Years)	Level of Satisfaction						Total
	Low	%	Medium	%	High	%	
Upto 15	8	11	62	82	6	7	76
16 -30	53	15	268	75	35	10	356
Above 30	9	13	47	69	12	18	68
Total	70	14	377	75	53	11	500

Source: Primary Data

From Table 5.7 it can be understood that well experienced employees were highly satisfied with the working conditions as 18 percent of the employees with 30 years of experience were highly satisfied with working condition compared to 13 percent of them with low level of satisfaction. In the less experienced group only 7 percent were with high level of satisfaction and only 11 percent were with low level of satisfaction. Thus, the overall opinion of the employees irrespective of their length of experience about working condition describes only moderate level of satisfaction as 69 to 82 percent of the employees were in support of it.

Testing of Hypothesis

To verify the opinion of the different experience groups of employees that they were moderately satisfied with Working Conditions, a null hypothesis is framed and tested with the help of Chi-square test.

H1: There is no significant difference in the opinion about Working Condition between different Experience groups of the employees.

H2: There is significant difference in the opinion about Working Condition between different Experience groups of the employees.

The result is given in Table 5.8.

TABLE-5.8

Particulars	Value
Calculated value χ^2	5.534
Degrees of freedom	4
Level of significance	5%
Table value	9.488

Result: Since the table value (9.488) is higher than the calculated value (5.534) the null hypothesis is accepted. So, it is proved that the difference in the opinion about working condition is not significant among different Experience groups of the employees. Hence, it can be confirmed that majority of the employees in the study area were moderately satisfied with Working Conditions offered in the work place.

Findings as to Level of Job Satisfaction

Level of satisfaction on the nature of job: It was found that 27 per cent of the employees in the Managerial Cadre, 15 per cent of the employees in the Supervisory Cadre and 11 per cent of the employees in the working cadre expressed high level satisfaction on the **nature of job** they generally perform. The overall opinion is that as much as 76 percent of the respondents irrespective of their cadre expressed only medium level of job satisfaction over the nature of their job. Another 13 percent expressed high and 11 percent expressed low level of satisfaction with regard to the nature of their job. So, it can be inferred that the nature of job in the Corporation is moderately satisfactory to all these cadres of employees.

Well experienced employees in the Corporation were highly satisfied with the nature of their job compared to less experienced people. Their level of satisfaction increases along with

the increase in the years of their experience. The overall opinion of the employees reveals that 11 percent of the employees expressed low level of satisfaction, 76 percent expressed moderate level of satisfaction and 13 percent of them have expressed high level of satisfaction. Thus, the level of satisfaction on nature of job is low for employees with less than 30 years of experience where as it is high for employees with more than 30 years of experience. The majority of the employees irrespective of their experience have expressed only moderate level of satisfaction on the nature of their job.

Level of satisfaction on working conditions:It was found that 14 percent of the employees were less satisfied, 75 percent of them were moderately satisfied and 11 percent of them were highly satisfied with the working conditions in which they were working. Managerial cadre employees were more in the highly satisfied group (17 percent) whereas workers cadre employees were more in the less satisfied group. The overall opinion is as much as 75 percent of the employees irrespective of their cadre were moderately satisfied with the working condition that exist at their work spot.

Well experienced employees were highly satisfied with the working conditions as 18 percent of the employees with 30 years of experience were highly satisfied with working condition compared to 13 percent of them with low level of satisfaction. In the less experienced group only 7 percent were with high level of satisfaction and only 11 percent were with low level of satisfaction. Thus, the overall opinion of the employees irrespective of their length of experience about working condition describes only moderate level of satisfaction as 69 to 82 percent of the employees were in support of it.

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