



ISSN Print: 2394-7500
ISSN Online: 2394-5869
Impact Factor: 5.2
IJAR 2015; 1(13): 820-824
www.allresearchjournal.com
Received: 23-10-2015
Accepted: 26-11-2015

Dr. KK Sabarirajan
Assistant Professor,
Department of Business
Administration, Annamalai
University, Tamil Nadu, India

A study on job satisfaction among TNSTC drivers and conductors in Chidambaram region

Dr. KK Sabarirajan

Abstract

This study about the “a study on job satisfaction among TNSTC drivers and conductors in Chidambaram region” so far discussed important findings and recommendations. This study has convenience sampling technique to collect data from TNSTC employees in Chidambaram. It is identified 100 sample size and find research questionnaire. The analysis found that there is significant difference towards job satisfaction with respect to demographic profile of the TNSTC employees. The study also highlighted that TNSTC employees perceived moderate level job satisfaction. Hence, it is concluded that the job satisfaction and dissatisfaction of transport employees should be evaluated periodically for evolving dynamic and pragmatic policies for corporation growth and development.

Keywords: Job satisfaction, TNSTC, convenience sampling technique, transport employees and dissatisfaction

Introduction

Job satisfaction is the degree to which an employee feels positively towards his or her present job function. It relates to the aptitude of the employee. If an employee is employed in a type of job for which he has no aptitude, then the job will provide no attraction to him. Hence the question of contribution, creativity or motivation does not arise. “Job satisfaction refers to an individual’s attitude towards his or her job. The study of job satisfaction is as old as the discipline of industrial psychology. Job satisfaction is believed to be a good predictor of employee behaviour at work. It is also an important indicator of employee’s feeling about his work”.

Job satisfaction is an appraisal of the perceived job characteristics and emotional experience at work. Satisfied employees make a favourable evaluation of their job, based on their observations and emotional experiences. It is also related to working conditions. The work will be attractive, if one’s working conditions are congenial to the task one proposes to accomplish. Good working conditions provide such facilities as adequate light, temperature, alternative surroundings, canteen facilities, toilet facilities, protection against accident; good working conditions include a congenial work atmosphere that includes basic amenities and protection against accident and other hazards.

The inland transportation map of India comprises roadways, railways, waterways and airways. Roadways 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 and freight 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.

The need for transportation stems from the interaction among social and economic activities dispersed in space. The diversity of these activities and the complexity of their patterns of interaction result in numerous determinants of transportation needs. The reasons people need to travel are endless; they range from the indispensable quest for food and shelter to the voluntary exercise of mobility for its own recreational value. Transportation planning provides a framework for estimating the needs for transportation and for forecasting the volumes of traffic that will use transportation facilities. This forecasting is essential for the design of transportation facilities and for the evaluation of their economic feasibility.

Correspondence
Dr. KK Sabarirajan
Assistant Professor,
Department of Business
Administration, Annamalai
University, Tamil Nadu, India

Review of Literature

Shakeela Saleem and Wasim Abbas Shaheen (2012) ^[6] in this article, "The Impact Of Job Enrichment and Job Enlargement On Employee Satisfaction Keeping Employee Performance As Intervening Variable", job enrichment and job enlargement are the steps used to make the employees feeling that the organization is actually owning them and that thing boost their performance on the job. This has a direct impact on their satisfaction level in the organization while performing their duties. That thing ultimately increases the level of performance of the employees on the job.

Alam Sageer, and Sameena Rafat (2012) ^[1] opined that employee satisfaction is the terminology used to describe whether employees are happy, contented and fulfilling their desires and needs at work. Many measures support that employee satisfaction is a factor in employee motivation, employee goal achievement and positive employee morale in the work place. Basically Employee satisfaction is a measure of how happy workers are with their job and working environment. In this paper various variables responsible for employee satisfaction has been discussed such as Organization development factors, Job security factors, Work task factors, Policies of compensation and benefit factor and opportunities which give satisfaction to employees such as Promotion and career development also has been described.

Ardashir Shiri and Mehdi Dehghani (2012) ^[2] this paper assumes "Relationship between Job Rotation and Organizational Indifference in Incorporated Governmental Organizations in City of Kerman, Iran". Employees' indifference towards affairs and issues of the organization is one of problems facing with most of Government organization and some of Non- Governmental organizations. The previous discussion of the literature identified significant gap that will be explored in the thesis. Many studies in the area for performance and Human Resource Management mainly focus on large and complex modern enterprises in private and public sectors. But a few study more particularly in the field of employees' job satisfaction in TNSTC Ltd. The important points like, employees' opinion, problems faced by the employees.

Paul Dhinakaran. D and Rajarajan. M (2013) ^[3] in their article "Job Involvement Of Employees In Tamilnadu State Transport Corporation Limited, Kumbakonam", Involvement in the job provides the basis of the tendency it contributes motivation to improve the capability and also an orientation to contribute better. Motivation is a drive or a reinforcement that could provide achievement of certain response that were planned. The involvement level depends on many internal and external factors; sometimes the working environment provided by the management for its employees also would provide the required involvement level to perform better. The major objective of the management from the old days to present organization management is to ensure maximum contribution to the organization.

Rajarajan. M and Anandarajan. S (2013) ^[4] focus on, "Employees' Awareness towards TNSTC Ltd, Villupuram Region", the awareness by an individual in general but it is complex to measure accurately the level of awareness perceived by employee particularly in Tamilnadu State Transport Corporation Ltd, Villupuram, whenever a research study the working environment and work culture. The various dimension of working environment such the corporation policies, service system, inter-personal relationship, supervision, working hours, recognition of

employees, responsibilities, work tasks are the major factors to judge the satisfaction. It is important for every corporation to care about the employees, awareness towards TNSTC Ltd, Villupuram region.

Rajarajan M, and Anandarajan S. (2014) ^[5] have highlighted, "Problems Faced by Employees in Tamilnadu State Transport Corporation Ltd, Villupuram". It would ensure sustainable growth and provide good service to the general public. The understanding of the employees' job satisfaction towards HRM practices would help the corporation to formulate policies and programmes for further improvement.

Materials and Methods

Research Design

Descriptive research design will be employed to determine the relationship between the dependent and the independent variables and to establish any association between these variables. The researcher will employ the survey strategy for the study. This strategy is proposed because it allows the collection of a large amount of data from a sizable population in an economical manner. The method is also perceived as authoritative by people in general and is both comparatively easy to explain and to understand.

Objectives of the study

- To study the demographic profile of TNSTC employees in Chidambaram
- To study the job satisfaction among TNSTC employees in Chidambaram.

Hypotheses of the Study

- There is no significant difference towards TNSTC employees based on demographic profiles in Chidambaram.

Sample Size

The present study is based on both primary and secondary data were used. For collecting the primary data using well framed questionnaire was designed to elicit necessary data and details from the drivers and conductors of TNSTC Ltd, Chidambaram. The secondary data were collected from the books, journals, web portal, records from Tamilnadu State Transport Corporation Ltd, Villupuram, Bulletins of Institute of Road Transport Chennai, and the publication of Indian Institute of Road Transport.

Tamilnadu State Transport Corporation Ltd, Villupuram was purposively selected on familiarity and it had unique performance in fleet utilization. The Chidambaram Depot is randomly selected for the study. 100 structured questionnaires distributed for 50 drivers and 50 conductors. Received 100 questionnaires and also used for data analysis.

Sampling Technique

The convenience sampling was adopted for the primary data collection.

Questionnaire

In the light of the experience gained in the research guide and the personal observation, the researcher modified the questionnaire and decided the size of the sample. The questionnaire covered the questions regarding demographic variables of the employees, The questionnaire consists of questions in optional type as well as in five point Likert's scale has been used to find out the opinion of employees with

job satisfaction: Highly satisfied (5), Satisfied (4), Neither satisfied nor dissatisfied (3), Dissatisfied (2), and Highly dissatisfied (1).

Reliability Test

Reliability of an instrument refers to the degree of consistency between multiple measurements of variables. It is the extent to which an experiment tests or any measuring procedures yield, the same result on repeated attempts. Reliability was estimated through internal consistency method which is applied to measure the consistency among the variables in a summated scale. In the present study, the Cronbach’s Alpha co-efficient of reliability was found based on primary data on above 0.70.

Validity and Reliability

Patton (2002) stated that validity and reliability are two factors which any researcher should be concerned about while designing a study, analyzing results and judging the quality of the study.

Data Collection Procedure

The survey period for data collection would span over a period of three weeks. The advantage of selecting this method is that, it will ensure confidentiality and keep track

on those who may not return the questionnaire on time and need to be reminded. After collecting data from the representative sample through the questionnaire, data will be edited the same day to check for completeness, consistency and reliability of data. The next step will involve coding the responses in the coding sheets by transcribing the data from questionnaire by assigning characters symbols (numerical symbols).

Tools for data analysis

- One way ANOVA
- Independent sample t test

Independent Sample t-Test

Independent sample t-test was adopted to find the significant differences between two means which the frequency analysis yielded.

One Way ANOVA

ANOVA considers that all the variables in the study are assumed to be equal, was adopted to find the differences between the means of three or more variables.

Analysis and Interpretation

Table 1: Independent Sample t Test for mean difference towards job Satisfaction among TNSTC Employees based on their Occupation

Satisfaction	Occupation	N	Mean	SD	t	p
Working Conditions	Driver	50	2.1150	1.03782	-8.257	0.000
	Conductor	50	3.7400	.92714		
Wages and Salary Structure	Driver	50	2.3900	1.03159	-7.412	0.000
	Conductor	50	3.7750	.82569		
Promotion and Transfer	Driver	50	2.5150	1.34431	-4.106	0.000
	Conductor	50	3.5150	1.07667		
Safety Measures	Driver	50	2.3120	1.11330	-2.873	0.005
	Conductor	50	2.9480	1.10051		
Timings of Work and Leave	Driver	50	2.6760	.88146	-2.489	0.015
	Conductor	50	3.1520	1.02584		
Welfare Measures	Driver	50	2.2750	.66480	-1.460	0.148
	Conductor	50	2.5025	.87900		
Total Satisfaction	Driver	50	2.3805	.69584	-6.670	0.000
	Conductor	50	3.2721	.63963		

Source: primary data

The independent sample t test is conducted for the sample of 100, to validate the significant difference among the designation groups of TNSTC employees with respect job satisfaction. Independent variable designation is classified into two groups such as driver and conductor. Dependent variable job satisfaction also classified in to six types such as working conditions, wages and salary structure, promotion and transfer, safety measures, timings of work and leave and welfare measures. Frequency distribution, mean, standard deviation, t ratio and p values are calculated and following hypotheses are framed.

Null hypothesis H₀: TNSTC employees’ opinion does not differ towards job satisfaction with respect to designation of the TNSTC employees

Alternative hypothesis H_A: TNSTC employees’ opinion differs towards job satisfaction with respect to designation of the TNSTC employees

The above table shows that overall value for job satisfaction (t- -6.670 and p-0.001). Hence the p value is less than 0.05

and significant at 1% level. It is affirmed that there is a significantly difference towards job satisfaction with respect designation groups of the TNSTC employees. The study found that moderate job satisfaction with respect to designation groups of the TNSTC employees.

The analysis also exhibits scores for all the six factors separately to know the differences among the designation groups. Among these, four factors such as working conditions, wages and salary structure, promotion and transfer and safety measures are differ significantly with respect to designation groups. The study highlighted that there is no significant difference towards timings of work and leave and welfare measures with respect to designation of the TNSTC employees. The analysis also clearly exhibits that conductor of the TNSTC employees are perceived highly job satisfaction when compared driver TNSTC employees.

Table 2: One way ANOVA analysis for opinion difference towards job Satisfaction among TNSTC Employees based on their Experience

Satisfaction	Experience	N	Mean	SD	F	p
Working Conditions	Up to 10 Years	26	2.0481	1.15330	12.342	0.000
	11 to 20 Years	51	3.0539	1.18037		
	Above 20 Years	23	3.6413	1.07351		
	Total	100	2.9275	1.27490		
Wages and Salary Structure	Up to 10 Years	26	1.7981	1.04647	39.212	0.000
	11 to 20 Years	51	3.4314	.82777		
	Above 20 Years	23	3.7609	.74421		
	Total	100	3.0825	1.16127		
Promotion and Transfer	Up to 10 Years	26	1.2692	.60383	95.904	0.000
	11 to 20 Years	51	3.4363	.81370		
	Above 20 Years	23	4.0543	.82557		
	Total	100	3.0150	1.31177		
Safety Measures	Up to 10 Years	26	1.6538	.68716	17.041	0.000
	11 to 20 Years	51	2.9255	1.06955		
	Above 20 Years	23	3.0783	1.11476		
	Total	100	2.6300	1.14676		
Timings of Work and Leave	Up to 10 Years	26	2.5231	1.01992	3.074	0.051
	11 to 20 Years	51	3.0078	.90152		
	Above 20 Years	23	3.1478	1.02197		
	Total	100	2.9140	.98114		
Welfare Measures	Up to 10 Years	26	2.0433	.68824	5.878	0.004
	11 to 20 Years	51	2.3897	.75649		
	Above 20 Years	23	2.7772	.79143		
	Total	100	2.3888	.78373		
Total Satisfaction	Up to 10 Years	26	1.8893	.51497	52.260	0.000
	11 to 20 Years	51	3.0408	.56394		
	Above 20 Years	23	3.4100	.60692		
	Total	100	2.8263	.80180		

Source: primary data

The one way ANOVA is conducted for the sample of 100, to validate the significant difference among the experience groups of TNSTC employees with respect job satisfaction. Independent variable experience is classified into three groups such as up to 10 years, 11 to 20 years and above 20 years. Dependent variable job satisfaction also classified in to six types such as working conditions, wages and salary structure, promotion and transfer, safety measures, timings of work and leave and welfare measures. Frequency distribution, mean, standard deviation, F ratio and p values are calculated and following hypotheses are framed.

Null hypothesis H₀: TNSTC employees' opinion does not differ towards job satisfaction with respect to experience of the TNSTC employees

Alternative hypothesis H_A: TNSTC employees' opinion differs towards job satisfaction with respect to experience of the TNSTC employees

The above table shows that overall value for job satisfaction (F-52.260 and p-0.001). Hence the p value is less than 0.05 and significant at 1% level. It is affirmed that there is a significantly difference towards job satisfaction with respect experience groups of the TNSTC employees. The study found that moderate job satisfaction with respect to experience groups of the TNSTC employees.

The analysis also exhibits scores for all the six factors separately to know the differences among the experience groups. Among these, all factors such as working conditions, wages and salary structure, promotion and transfer, timings of work and leave, welfare measures and safety measures are differ significantly with respect to experience groups. The

analysis clearly exhibits that above 20 year experience of the TNSTC employees are perceived highly job satisfaction.

Findings

- Independent sample t test found that working conditions, wages and salary structure, promotion and transfer and safety measures are differ significantly with respect to designation groups of the TNSTC employees. The study highlighted that there is no significant difference towards timings of work and leave and welfare measures with respect to designation of the TNSTC employees. The analysis also clearly exhibits that conductor of the TNSTC employees are perceived highly job satisfaction when compared driver TNSTC employees.
- From the analysis, it is found that working conditions, wages and salary structure, promotion and transfer, timings of work and leave and safety measures are differ significantly with respect to income groups of the TNSTC employees. The study also found that there is no significant difference towards the factor welfare measures with respect to income group of the TNSTC employees. The analysis clearly exhibits that Rs. 15001 to Rs. 20000 income of the TNSTC employees are perceived highly job satisfaction.

Recommendations

- Proper recognition by introducing awards and rewards system for outstanding contribution.
- In addition to the formal reward system, non-monetary rewards and appreciation for better performance should be introduced for lower level employees.
- Job satisfaction and dissatisfaction of transport employees should be evaluated periodically for evolving dynamic and pragmatic policies for corporation growth and development.

Conclusion

This study about the "a study on job satisfaction among TNSTC drivers and conductors in Chidambaram region" so far discussed important findings and recommendations. This study has convenience sampling technique to collect data from TNSTC employees in Chidambaram. It is identified 100 sample size and find research questionnaire. The analysis found that there is significant difference towards job satisfaction with respect to demographic profile of the TNSTC employees. The study also highlighted that TNSTC employees perceived moderate level job satisfaction. Hence, it is concluded that the job satisfaction and dissatisfaction of transport employees should be evaluated periodically for evolving dynamic and pragmatic policies for corporation growth and development.

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