CHAPTER V

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This chapter is concerned with the findings and conclusions of the study and to offer some suggestions for improving employee satisfaction in TNSTC, Coimbatore. Human life is a search for satisfaction. Road Transport plays a vital role in the socio-economic development of the people. People go to work in order to satisfy their needs and aspirations. The employees are not workers, they are human beings with different whims and fancies, likes and dislikes, choices, preferences, expectation and so on. They all have a common expectation to be happy at their work place. Every employee needs a sense of satisfaction in his work. A satisfied individual naturally becomes a happy and healthy man. With this background, an attempt is being made in this study to assess the extent of job satisfaction and its relative significance to the specific factors.

The study is mainly based on primary data. Statistical techniques like Percentage analysis, Chi-Square Test, Analysis of Variance, Correlation, Multiple Regression, Stepwise Multiple Regression, Factor analysis, and Path analysis, have been employed to analyses the data. The level of satisfaction has been measured by constructing a scale. Ten components of employees satisfaction namely nature of work, working condition, training and development, monetary benefits, scope for advancement, safety and security, timings of work and leave, welfare measures, relationship with colleagues and union, and grievance redressal are identified and measured through suitable scaling technique to arrive total satisfaction score of each respondent. The level of satisfaction related to components of satisfaction and overall satisfaction is classified as low, moderate and high.
5.1 FINDINGS:
The summary of research findings of this study is presented below.

1. General performance of TNSTC Coimbatore:

   The physical performance of TNSTC Coimbatore reveals that there has been a substantial growth in the operation of its services. The total fleet strength of the TNSTC Coimbatore has been maintained above 2450 with moderate increasing fluctuations during the study period. The fleet utilisation has been above 95 per cent during the entire study period. The average age of a bus is between 5.24 and 6.19 years. The total number of routes operated by TNSTC has been maintained above 1450 routes with an increasing trend. Fuel efficiency is measured in terms of average kilometres obtained per litre of oil and is denoted as KMPL. It has been increased from 4.33 to 4.78 during the study period. The fleet utilisation has been above 97 per cent during the entire study period. The percentage of kilometre efficiency, average kilometres run per day per bus has been on an increasing trend. The occupancy ratio has registered an increasing trend during the study period except in the last year. In the appraisal of quality of service rendered by TNSTC Coimbatore, it is observed that quality service is being offered by TNSTC, which is reflected by a sharp decline of breakdowns and minimum number of accidents.

   Financial performance analysis reveals that the operational revenue has been around 85 per cent of the total revenue, while the remaining 15 per cent constitute non-operational revenue and the social cost received from the Government. The fuel oil cost and establishment cost is nearly 88 per cent of the total cost. Motor vehicle, depreciation and interest covered is nearly 12 per cent of the total cost.

   TNSTC, Coimbatore, earned net profit during the years 2002-03, 2003-04, and 2004-05 suffered loss during the years 2005-06 and 2006-07. The causes attributed for loss are, increase in Price of High Speed Diesel, heavy repairs and maintenance expenses, avoidance of revision of fare structure, daily services could not be maintained, heavy cannibalization of spares, heavy borrowing from TDFC, accident related compensation
grew, backlog of replacement of buses. Analysis of capital structure shows low satisfaction in long-term solvency position of the Corporation.

In its discharge of social responsibility TNSTC, Coimbatore, has been plying a number of buses connecting new villages and granting concession in fare to students, the blind, freedom fighters, the handicapped etc., thus benefiting the society and the facilities offered are found to be increasing during the period of study.

2. Overall job satisfaction of employees:

There is significant positive correlation between age and experience, age and emoluments, and age and job cadre. But there is significant negative correlation between age and job satisfaction. With regard to education it is found that there is significant positive correlation between education and emoluments, and education and job cadre. There is significant positive correlation between experience and emoluments, experience and job cadre, but there is significant negative correlation between experience and job satisfaction. However, it has been found that there is significant positive correlation between emoluments and job cadre. This positive correlation tends to be increase the level of job satisfaction.

The result shows that after adhering to the given criteria, three of the independent variables were entered in the equation as factors of job satisfaction the order of inclusion was as follows: marital status, emoluments, and job cadre. It indicates that these are best influencing factor having a combined contribution of job satisfaction.

Nature of job is associated with job cadre but there is no association between the nature of job and gender, marital status, age, education, experience and emoluments. Working condition is associated with education but there is no association between working condition and gender, marital status, age, experience, emoluments and job cadre. Training and development is associated with gender and emoluments but there is no association between the training and development and marital status, age, education, experience, and job cadre. Monetary benefit is associated with education, experience,
emoluments and job cadre but there is no association between monetary benefit and gender, marital status and age. There is an association between scope for advancement and education, emoluments and job cadre. But there is no association between scope for advancement and gender, marital status, age and experience.

Safety and security is associated with education, emoluments, and job cadre but there is no association between gender, marital status, age and experience. Timings of work and leave is associated with education, emoluments and job cadre but there is no association between gender, marital status, age and experience. Welfare measures are associated with education, emoluments and job cadre. There is no association between gender, marital status, age and experience. Relationship with colleagues and union is associated with marital status, but there is no association between relationship with colleagues and union, and gender, age, education, experience, emoluments and job cadre. Grievance redressal is associated with the education, experience, emoluments and job cadre but there is no association between gender, marital status and age. Hence the overall job satisfaction is associated with education, experience, emoluments and job cadre. But there is no association between overall job satisfaction and gender, marital status and age.

Hence it is clear that overall job satisfaction is significantly greater among respondents who are satisfied with each of the ten specific job factors. The result of the study reveals that 59.61 per cent of the employees are highly satisfied with their job and 40.39 per cent of them have expressed equally a high and low level of satisfaction.

3. The factors influencing job satisfaction.

Various factors influence the job satisfaction of employees. The demographic factors like gender, marital status and age are not associated with the level of job satisfaction of the employees. There is no significant difference between the job satisfaction among the gender, marital status and age group of employees. Hence male and female employees, married and unmarried employees, different age group of employees had the same level of job satisfaction. Gender, marital status and age taken in this study have only a marginal influence on job satisfaction level of employees.
Education of an employee is said to be one of the factors that is associated with the level of job satisfaction. It can be seen that there is a significant difference between the job satisfaction among the four education group of employees. In those education groups, those with the professional degree had the highest level of job satisfaction when compared to the other three education groups. This is followed by the next level of job satisfaction in degree holders, ITI / diploma qualification and finally higher secondary qualification employees. Hence education influences the job satisfaction. Employees with higher qualifications had higher levels of job satisfaction, employees with middle level qualifications had moderate level job satisfaction and employees with lower qualifications had lower level job satisfaction.

The Experience of employees is one of the factors that are associated with the level of job satisfaction. There is a significant difference between the job satisfaction among the three experience group of employees. The group in the age group ranging from 27 years and above had the highest level of job satisfaction when compared to the other two groups. The job satisfaction of those ranging from 14 years to 27 years and those upto 13 years had the second and third levels of job satisfaction. Hence experience influences the job satisfaction. Employees with more experience had higher levels of job satisfaction, middle level experienced group of employees had the moderate level of levels of job satisfaction and those with less experience had lower levels job satisfaction.

The Emoluments of employees are associated with the levels of job satisfaction. There is a significant difference between the job satisfaction among the three emolument groups, employees earning Rs. 13,771 and above had the highest level of job satisfaction when compared to the other two groups. This is followed by the group that earns Rs. 8,201 to Rs. 13,770 and the group that earns below Rs. 8,200. Hence emolument influences job satisfaction. The higher salaried person had the highest job satisfaction, the middle level salaried person had moderate job satisfaction and the low salaried person had low job satisfaction.
Job cadre is associated with the level of job satisfaction. There is a significant difference between job satisfaction among the three cadres of employees. In those three cadres worker cadre employees had the highest level of job satisfaction when compared to the other two cadres. This is followed by the supervisory cadre and managerial cadre of employees. Hence job cadre influences the job satisfaction, lower cadre employees had the highest job satisfaction and supervisory cadre employees had the moderate job satisfaction and the managerial cadre employees had the lowest job satisfaction.

The overall job satisfaction of employees is found to be influenced by job factors through some personal factors. In the first case the nature of job, the job satisfaction is found to be influenced by the job cadre. With regard to the working condition and job satisfaction, it is found to be influenced by education. When taking into consideration relationship with colleagues and union and job satisfaction, it is found that this factor is influenced to a great extent by marital status.

However with regard to training and development the influencing factor is gender and emoluments. In my findings it has come to light that scope for advancement, safety and security, timings of work and leave and welfare measures are influenced by job satisfaction by three criteria such as education, experience and emoluments. With regard to the monetary benefits and grievance and redressal, it is found to be influenced by job satisfaction through education, experience and emoluments.

4. Comparison of extent of job satisfaction between the cadres of employees.

The job cadre was one of the best factors determining job satisfaction. There is an association between job cadre and job satisfaction. Based on study factor there was an association between job cadre and nature of job, monetary benefit, scope for advancement, safety and security, timings of work and leave, welfare measures and grievance redressal. But there was no association between job cadre and working condition, training and development and relationship with colleagues and union.
There was significant difference between the job satisfaction and job cadre. The job satisfaction in the three levels of job cadre is significantly different. Thereby working cadre employees were more satisfied than the supervisory cadre. In the second level, the supervisory cadre of employees is more satisfied than the officer cadre employees. Hence lower level employees are more satisfied than the higher level employees.

The job cadre had the highest direct effect on the overall job satisfaction through emoluments and it also had the highest indirect effect on the overall job satisfaction through age. The officer cadre employees are less satisfied than supervisory and worker group employees. Supervisory cadre employees are less satisfied than working group. Hence the working group employees are more satisfied than the other two groups of employees. The reason behind the higher satisfaction among the worker cadre employees lay in the fact that they enjoyed more freedom in their job, working environment, high team spirit, sufficient work load, salary and bonus, transfer policy, working hours, overtime, leave procedure, canteen facility, housing facility, medical facility, free transport facility, education for their children, loan facility, and opportunity to redress the problem than the officer and supervisory cadre employees. The reasons behind the lower level satisfaction among the higher level employees are there is no opportunity to satisfy their financial needs, less status and self direction.

**Reasons for dissatisfaction of employees:**

In order to know the reasons for dissatisfaction of employees, the researcher held discussion with officers, Supervisors and workers. They are as follows:

1. Employees expressed that the organization lacked sufficient amount of manpower.

2. Any change in the nature of work is imposed by the management without consulting whether the worker can execute the work. Due to this many inconveniences have to be faced.

3. The nature of job is mentally and physically challenging to the worker. Yet the salary that they earn is low when compared to his counterparts in other government organisation.
4. Route timings which were set many years back, needs to be revised because now with increased population, additional arterial roads, other vehicular traffic and more number of bus stops, the old timings cannot be maintained. Speeding on busy roads can be stressful to the drivers and conductors.

5. Due to lack of man power and usage of old systems, the administration work is sometimes slow.

**5. Suggestion for appropriate measures to improve the level of job satisfaction.**

**5.2 SUGGESTIONS**

Some suggestions are offered to improve the performance of TNSTC (CBE) LTD, Coimbatore and level of employee’s satisfaction. It is mainly based on the findings of the study and suggestions offered by the sample employees.

1. Man power should be increased for reducing the excessive work load.
2. For reducing the stress, it is suggested that the present job to be redesigned for supervisory and managerial level of employees.
3. Management take into account the inconvenience caused to the employees while they are performing the job.
4. Salary revision should be considered.
5. Route timings should be revised.
6. Innovative methods that are job effective must be employed.
7. Measures should be taken to make optimum use of the welfare measures.
8. Employees should be given periodical workshops and orientation program to improve their job performance.
9. Promotion must be strictly on the basis of merit and performance.
10. Autonomy of transport employees should be increased by delegating more authority and responsibility at the branch level.
11. Proper recognition by introducing awards and rewards system for outstanding contribution.
12. In addition to the formal reward system, non monetary rewards and appreciation for better performance should be introduced for lower level employees.

13. Job satisfaction and dissatisfaction of transport employees should be evaluated periodically for evolving dynamic and pragmatic policies for corporation growth and development.

SUGGESTIONS FOR FURTHER RESEARCH

The following areas of research are suggested for the further study.

❖ An inter-firm comparison of performance and job satisfaction of employees within the state can be undertaken.

❖ It is also desirable to have similar studies in all the transport corporations in Tamilnadu to arrive at socially and economically viable conclusion.

❖ Research may also be undertaken to analyse the employee’s job satisfaction in private bus service.

❖ Job involvement and job performance are another area of study that may be taken up by other researchers.

❖ There is a need for future research into the areas of comparison of job satisfaction of employees with government and private.

5.3 CONCLUSION:

Every individual should be assured of job satisfaction not only at his home and also his work place too. Job satisfaction is his sole right, as a worker, to claim it. Job satisfaction is a potential area of research that has entitled many researchers to investigate it. Psychological research studies proved that the employers should have a greater concern on job satisfaction and should ensure that their employees are well taken care off. Having this as a motivating factor, the researcher has made an attempt to study the job satisfaction. In this study the researcher has attempted to study the general performance of TNSTC (CBE) LTD., Coimbatore and to measure the overall job satisfaction of employees and to identify the factors influencing job satisfaction in TamilNadu State Transport Corporation, Coimbatore. Further step may be taken up to
explore the differences in the level of job satisfaction by enlarging the area of the study. An attempt is also made to identify to measure the extent of job satisfaction between the cadres of employees. The scope of this study is confined to the Transport Corporation operating in Coimbatore city only. The result of the study reveals that 60 per cent of the employees are highly satisfied with their job and 40 per cent of them have expressed equally a medium level and low level of satisfaction. As the findings reveal various factors influencing the job satisfaction and it is clearly understood that the study has to be very useful to the government. If positive measures are taken by the government accepting the suggestions of the study, it will also useful to the employees. Every organisation must be aware of the characteristics of the human being to be happy. There is a great need to provide adequate facilities to transport employees. Hence, the Indian transport system should be given new thrust, so that the entire gamut of economic activity can be achieved.