CHAPTER 1

INTRODUCTION AND DESIGN OF THE STUDY
CHAPTER - I

INTRODUCTION AND DESIGN OF THE STUDY

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CHAPTER – I

INTRODUCTION AND DESIGN OF THE STUDY

1.1 INTRODUCTION

"To serve is beautiful, but only if it is done
with joy and a whole heart and a free mind"

- Pearl S. Buck.

Management is an art. It can therefore, be learnt and developed, practiced and pursued. It means managing all the resources at our command-managing money, materials, machines and most importantly, men and women. Work ‘with and through people’. Anything can achieve ‘productivity through people’. People are the most important resource. People are forced to work well but one can’t force them to work well. Someone or something should enthuse in them the ‘inner desire’ to do their best. This ‘inner desire’ in people is the prime mover that achieves excellence - both personal and organizational.¹

Motivation of people can be done by praising them because “People who feel good about themselves produce good results” and “People who produce good results feel good about themselves”. This healthy cycle goes on, enabling the organization to achieve excellence, to go on achieving excellence – in one area after the other.
1.1.1 JOB

Every man is involved in some kind of activity to earn his livelihood for those who are doing their work for a long time, their job becomes monotonous. Lives of such people become dull. They don’t have any further interest to grow. They reach a stage of procrastination much before time. A majority of people are in good jobs, getting good salaries, good perks, getting elevated periodically to higher positions and they are bubbling with life. Even such persons who continue in the same job for a long period start losing interest in the job they are doing.

The advent of scientific management focused considerable research effort to find ways and means to simplify, standardize and specialize jobs. It was believed that simplification of the job would result in increased productivity, reduced training costs, enhancing organisational benefits and effectiveness.\(^2\)

Some employees become inefficient at some point of time. It is therefore necessary to keep ones job challenging. Whatever job one is doing, whether one who has the aptitude or not, it should be enjoyed. The job must give the person pleasure. No job is a good job if there is no thrill.\(^3\)

1.1.2 SATISFACTION

Satisfaction reflects the person’s feelings about various aspects. If a person enjoys their work, which can provide immense satisfaction and this in turn provides the incentive to work. If employees feel equitably treated by the outcomes they receive, they will be satisfied. A satisfied worker however is not necessarily more productive than a dissatisfied one.

1.1.3 JOB SATISFACTION

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.

1.1.4 DEFINITION OF JOB SATISFACTION

According to Weiss and Cropanzano (1996), job satisfaction represents a person’s 
evaluation of one’s job and work context. This captures the most popular view that job 
satisfaction is an evaluation and represents both belief and feelings.

Saleh (1981) states that job satisfaction is a feeling which is a function of the 
perceived relationship between all that one wants from his job/life and all that one 
perceives as offering or entailing. The emphasis here is on all that one wants, whether it 
is important for self-definition or not.

Luthans (1989) states that job satisfaction is a pleasurable or positive emotional 
state resulting from the appraisal of one’s job, or job experience, and is the result of the 
employee’s perception of how well the job provides those things which are viewed as 
important.

Job satisfaction is one of the key issues in industrial psychology and behavioural 
management in an organization. Hoppock (1935) defined job satisfaction as any
combination of psychological, physiological and environmental circumstances that causes a person truthfully to say: "I am satisfied with my job".8

Job Satisfaction is the degree to which the members of a social system have a positive-affect-orientation toward membership in the system. Members who have a positive-affect-orientation are satisfied, whereas members who have negative affective orientation are dissatisfied. (Spector, 1997).9

Job Satisfaction plays an important role for an employee in terms of health and well-being10 and for an organization in terms of its productivity, efficiency, employee relations, absenteeism and turnover.11

Among various factors, people's attitudes and feeling regarding their jobs and job experiences have been found to significantly affect both their personal bahaviour as well as job behaviour. This pleasurable emotional state arising from the appraisal of one's job or job experience is called job satisfaction.12

Employees are concerned with their work environment for both personal comfort and how it facilitates doing a good job. People get more out of work than merely money or tangible achievements. For most employees, work also fills the need for social interaction. Not surprisingly, therefore, having friendly and supportive co-workers leads to increased job satisfaction.13

1.1.5 TRANSPORTATION

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.14 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 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.\(^{15}\)

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.\(^ {16}\)

1.1.6 STATE TRANSPORT UNDERTAKINGS IN INDIA

The Government of India formed a policy for developing road transport in the public sector after realising the socio-economic importance of Road Transport. "It was realised that only state transport organisations would be able to connect scattered, far off, isolated villages and backward areas with the mainstream of national life since private operators would not be interested in operating their services on uneconomical, non-profit routes"\(^ {17}\)

So the Government of India passed the Road Transport Corporation Act in 1948, empowering state governments to undertake the organisation of road services. The Act was subsequently replaced by the Revised Act of 1950. The Road Transport Act of 1950
empowers the State governments to form public sector corporations to run bus services. States like Maharastra, Gujarat, Haryana, Andra Pradesh and other Southern States have gone for total Nationalisation and the remaining states opted for partial Nationalisation.

State Transport undertakings were established according to the Road Transport Act of 1950 with the major objective of providing economic, safe, co-ordinate, efficient, regular, reliable and adequate bus service to the society. As far as the type of organisations is concerned, some are formed under the Road Transport Corporation Act of 1950, while some are under the companies Act of 1956. In some of states the Government and Municipal Bodies themselves run the bus transport.

1.1.7 PASSENGER ROAD TRANSPORT

Recognizing the importance of passenger road transport as a prime public utility service and a basic infrastructure for economic and social development, the Government of India immediately after the independence passed a legislation for the formation of the Road Transport Corporation in 1950. This Act was aimed at the formation of State level public sector road transport corporations to provide an adequate, efficient, economic and a well coordinated road transport service to the travelling public. Capital investment in STUs was visualized to be both the responsibility of the central and the respective State Governments. The Industrial Policy Resolution of 1956 concerning passenger road transport included the subject of passenger road transport in its Schedule ‘B’ i.e. industries to be progressively brought under nationalization.

Seen in retrospect all the advantages visualized with the nationalization of road transport have since been secured to a substantial degree. The basic transport objective viz. mobility, connecting the remote corners and rural population, securing welfare oriented service conditions and fair wages for the STU employees are some of the many advantages derived in the last four decades. “Road Transport has a dynamic role in the strategy and economic development because of its built-in flexibility and adaptability to a variety of operating conditions and ability to extend its services to our vast rural areas and its lakhs of villages”.

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1.2 NEED FOR THE STUDY

The quality of transport directly depends upon the employees who render it. This study will give an idea about the job satisfaction of employees in TNSTC. They may work wholeheartedly to the interest of the government and the public. Hence a study on the job satisfaction of a transport employee is a must for the wellbeing of the society and for the economic development of the country. Therefore this study has been undertaken in order to see whether the transport department employees have job satisfaction and to examine as to what extent the employees are satisfied in a dynamic and developing world. The findings of such a study will help to make our employees better involved and it will be useful to the corporate in identifying the inefficient areas. They will be able to know what causes increased level of job satisfaction in employees. Hence, the employees will be able to do their work with a sense of satisfaction which will result in better services.

Job satisfaction is a complex of various attitudes possessed by an employee. These attitudes are related to the many aspects of the job. The study is conducted with ten important factors. The dimensions are - Job Satisfaction with the Nature of Work (8 items), Working Condition (6 items), Training and Development (4 items), Monetary Benefits (8 items), Scope for Advancement (8 items), Safety and Security (3 items), Timings of Work and Leave (5 items), Welfare Measures (8 items), Relationship with Colleagues and Union (7 items), Grievance Redress (4 items). These contributing factors have been taken up for this study.

1.3 STATEMENT OF THE PROBLEM

Transportation is a service oriented industry as it provides a variety of services to the public. The efficient transport system fulfils the social and economic needs and also plays a vital role in the overall development of the country. The success of transportation depends on their employees and their satisfaction. It is merely an imbalance between the employee's expectation from the job and what he gets from the job.
Job satisfaction is concerned with the personal as well as organizational factors that are likely to influence the job. "Satisfied workers may be high producers or low producers or only average producers. The satisfaction is quite complex, being influenced by many intervening variables such as rewards that an employee receives"\(^{19}\) The need to evaluate the level of job satisfaction of employees from Coimbatore in TNSTC (CBE) Ltd. and their reasons for satisfaction or dissatisfaction is felt by the researcher and hence the present study has been undertaken. The researcher intends to probe into various variables associated with job satisfaction in order to find out which variable influences job satisfaction the most, with respect to the employees of TNSTC (CBE) Ltd., Coimbatore. Hence it raises the following questions

1. What are the variables which influence job satisfaction?
2. Is the level of job satisfaction high, medium or low?
3. Does the level of job satisfaction vary between officers, supervisors and workers?

1.4 OBJECTIVES OF THE STUDY

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

1. To study the general performance of TNSTC (CBE) Ltd., Coimbatore.
2. To measure the overall job satisfaction of employees in Coimbatore District of TNSTC (CBE) Ltd., Coimbatore.
3. To examine the factors influencing job satisfaction.
4. To compare the extent of job satisfaction between the cadre of employees.
5. To suggest appropriate measures to improve the level of overall job satisfaction.

1.5 HYPOTHESES

The term personal factors has been used to mean the socio-economic characteristics of the employees such as gender, marital status, age, educational qualification, experience, emoluments and job cadre. Job factors consists of nature of job, working condition, training and development, monetary benefits, scope for advancement, safety and security, timings of work & leave, welfare measures, relationship with
colleagues & union and grievance redress. Testing of hypothesis is a statistical procedure used to identify the differences, nature of relationship and association between two variables. Based on the objectives of the study the following hypotheses have been framed for statistical verification.

1. There is no significant relationship exists between personal factors and the level of job satisfaction.
2. There is no significant relationship exists between job related factors and level of job satisfaction.

1.6 METHODOLOGY

Methodology is the description, explanation and justification of various methods of conducting research. It comprises the procedures used for generating, collecting and evaluating data. Methods are ways of obtaining information useful for assessing explanations.

i) Area of study
ii) Sources of Data
iii) Period of Study
iv) Sampling Procedure
v) Construction of Scales
vi) Scoring and measurement of variables
vii) Construction of tools
viii) Pilot study

1.6.1 AREA OF STUDY

Coimbatore district is located in the western part of Tamilnadu State. Coimbatore city’s TNSTC has been selected for the study. Since the place of domicile of the researcher lies within the bounds of the area of the study, it is expected that it would save time and would in turn allow more time for a detailed enquiry and interaction with the employees.
Location of the Study Area
Coimbatore District

[Map of India with states highlighted and cities labeled]
Composition of Corporations

Fleet Strength as on 31.03.2007
1.6.2 SOURCE OF DATA

Collection of data is the process of enumeration together with the proper recording of results. The success of an enquiry is based upon the proper collection of data. The current study involves the measurement of the respondent’s perception of various factors in the organizational settings and his/her job and organization related attitudes and behaviours. To attain the objective of the study the researcher has to depend on both primary and secondary data. The current study is a field study, and involves data collection under actual environmental conditions. The primary data are collected from the employees from Coimbatore district in TNSTC (CBE) Ltd, Coimbatore, by constructing a suitable interview schedule. The secondary data are collected from the books, records, journals etc. of TNSTC (CBE) Ltd, Coimbatore, and related government reports.

1.6.3 PERIOD OF STUDY


1.6.4 SAMPLING PROCEDURE

Coimbatore district is the universe for the study, consisting of persons who work in TNSTC (CBE) Ltd, Coimbatore. To collect the primary data a proportionate random sampling technique has been adopted. The selection of sample is explained below:

i) Identification of Depots

The term Depot refers to the organizational unit of a transport, directly responsible for the operation of the bus service. In total TNSTC (CBE) Ltd, have 31 depots.
Table 1.1 The Total Number of Depots in TNSTC (CBE) Ltd.

<table>
<thead>
<tr>
<th>DISTRICT</th>
<th>NO OF DEPOTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Coimbatore</td>
<td>19</td>
</tr>
<tr>
<td>2. Erode</td>
<td>7</td>
</tr>
<tr>
<td>3. Nilgiris</td>
<td>5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>31</strong></td>
</tr>
</tbody>
</table>

**ii) Selection of Depots**

Out of 31 depots 19 depots in the technical side and 1 head office in the administrative side which is included in this study are situated in Coimbatore District. 12 depots which are excluded are situated in Erode and Nilgiris District under Tamilnadu State Transport Corporation (CBE) Limited.

**iii) Selection of Employees**

From the 19 depots in the technical side and 1 head office in the administrative side, employees are selected in a stepwise random procedure, taking a proportionate level of employees. Thus totally 500 employees are chosen throughout Coimbatore District. On the basis of status hierarchy, the transport employees are broadly classified into three categories:

1. Managerial cadre
2. Supervisory cadre
3. Worker group

Out of 500 employees surveyed 40 are Managerial cadre, 80 are Supervisory cadre and 380 are worker cadre.
Table 1.2 Total Numbers of Employees Surveyed

<table>
<thead>
<tr>
<th>Sl.No.</th>
<th>Name of the Branch</th>
<th>Cadre I Officer</th>
<th>Cadre II supervisor</th>
<th>Cadre III worker</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Ukkadam I</td>
<td>1</td>
<td>6</td>
<td>26</td>
<td>33</td>
</tr>
<tr>
<td>2</td>
<td>Sungam I</td>
<td>1</td>
<td>3</td>
<td>25</td>
<td>29</td>
</tr>
<tr>
<td>3</td>
<td>Sungam II</td>
<td>1</td>
<td>4</td>
<td>24</td>
<td>29</td>
</tr>
<tr>
<td>4</td>
<td>Ondipudhur</td>
<td>3</td>
<td>4</td>
<td>26</td>
<td>33</td>
</tr>
<tr>
<td>5</td>
<td>Ukkadam II</td>
<td>1</td>
<td>3</td>
<td>23</td>
<td>27</td>
</tr>
<tr>
<td>6</td>
<td>Uppilipalayam</td>
<td>5</td>
<td>5</td>
<td>14</td>
<td>24</td>
</tr>
<tr>
<td>7</td>
<td>H.O. Branch</td>
<td>1</td>
<td>3</td>
<td>14</td>
<td>18</td>
</tr>
<tr>
<td>8</td>
<td>Maruthamalai</td>
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<td>3</td>
<td>11</td>
<td>14</td>
</tr>
<tr>
<td>9</td>
<td>Mettuppalayam II</td>
<td>1</td>
<td>3</td>
<td>17</td>
<td>21</td>
</tr>
<tr>
<td>10</td>
<td>Mettuppalayam I</td>
<td>2</td>
<td>4</td>
<td>24</td>
<td>30</td>
</tr>
<tr>
<td>11</td>
<td>Pollachi I</td>
<td>0</td>
<td>3</td>
<td>15</td>
<td>18</td>
</tr>
<tr>
<td>12</td>
<td>Pollachi II</td>
<td>0</td>
<td>3</td>
<td>20</td>
<td>23</td>
</tr>
<tr>
<td>13</td>
<td>Pollachi III</td>
<td>1</td>
<td>4</td>
<td>18</td>
<td>23</td>
</tr>
<tr>
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<td>Udumalpet</td>
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<td>4</td>
<td>27</td>
<td>33</td>
</tr>
<tr>
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<td>3</td>
<td>12</td>
<td>15</td>
</tr>
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<td>16</td>
<td>Palani</td>
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<td>4</td>
<td>14</td>
<td>18</td>
</tr>
<tr>
<td>17</td>
<td>Tiruppur</td>
<td>4</td>
<td>4</td>
<td>27</td>
<td>35</td>
</tr>
<tr>
<td>18</td>
<td>Karumathampatti</td>
<td>0</td>
<td>3</td>
<td>14</td>
<td>17</td>
</tr>
<tr>
<td>19</td>
<td>Palladam</td>
<td>0</td>
<td>4</td>
<td>15</td>
<td>19</td>
</tr>
<tr>
<td>20</td>
<td>Headoffice</td>
<td>17</td>
<td>10</td>
<td>14</td>
<td>41</td>
</tr>
<tr>
<td></td>
<td>(Administration)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>40</strong></td>
<td><strong>80</strong></td>
<td><strong>380</strong></td>
<td><strong>500</strong></td>
</tr>
</tbody>
</table>
1.6.5 CONSTRUCTION OF SCALES

The objective of the study is to measure the level of job satisfaction of the employees. For the present research, a scale on job satisfaction was needed which could measure the job satisfaction of employees, in TNSTC. There are a number of scales for job satisfaction. Job satisfaction is a value loaded term and refers to positive emotional state. The scale consists of 10 variables of satisfaction namely nature of job, working condition, training and development, monetary benefits, scope for advancement, safety and security, timing of work and leave, welfare measures, relationship with colleagues and union, and grievance redress. Each variable is further subdivided into some components. Likert Model is used to construct the scale. The scale was finalized with the five point rating scale. The five - point scale was finalised with the five point rating scale. The five – point scale is as follow:

- SA: Strongly Agree
- A: Agree
- NO: No Opinion
- DA: Disagree
- SDA: Strongly Disagree

1.6.6 SCORING AND MEASUREMENT OF VARIABLES

The response from the respondents was elicited on a Likert’s five point response category, viz. strongly agree, Agree, No opinion, Disagree, Strongly disagree and they were scored 5,4,3,2 and 1 respectively. The total of the scores obtained by the respondent of the component under each variable is to divided by the maximum score of the component multiplied by hundred constitutes the total job satisfaction index for each employee respondent for that component. The total of the scores awarded for all the components under the 10 heads constitutes the total job satisfaction score of each employee respondent.
1.6.7 CONSTRUCTION OF TOOLS

The study has the objective of ascertaining the job satisfaction of employees of TNSTC (CBE) Ltd., Coimbatore. The data collected have been analysed by applying appropriate statistical tools. For this purpose the following techniques have been used.

1. Percentage Analysis
2. Chi-Square Test
3. Analysis of Variance (ANOVA)
4. Correlation
5. Multiple Regression
6. Stepwise Multiple Regression
7. Path analysis
8. Factor analysis
9. Trend analysis

1.6.8 PILOT STUDY

Pilot study is a process to determine whether the proposed study is feasible and tools are relevant and adequate. The investigator conducted a pilot study in order to find out the face validity of the statement on the reliability of questionnaire and content validity of the tool. The questionnaire was decided to change the wordings of some questions so as to avoid getting socially desirable answer. The pilot study is to carryout to understand the effectiveness of the tool as well as the data gathering procedures. After proper observation of the area the interview schedule was constructed by the researcher to collect the primary data. District Transport Corporation officials were also contacted to get the information needed for constructing the interview schedule. In order to identify the variable of the study the enquiries were made from the employees. To conduct the pilot study 50 transport employees were contacted. The questionnaire used for this study is given in the Appendix-I. Based on this pilot study the interview schedule was modified suitably and finalised properly.
1.7 SCOPE OF THE STUDY

The present study aims at identifying the area extent and factors influencing job satisfaction of employees in TNSTC (CBE) Limited. The present study has a scope which covers employees in Coimbatore of TNSTC (CBE) Limited. Transport employees can be greatly benefited by the findings of the present study. Efforts may be made to create a positive attitude towards employees in Transport and to remove the lack of job satisfaction of employees of TNSTC in the findings of the study. There is ample scope for Transport Corporation to improve the level of satisfaction of its employees.

1.8 LIMITATIONS OF THE STUDY

The present study has the following limitations:

1. The study was confined to Coimbatore District of TamilNadu and hence the results are applicable to transport functioning in Coimbatore District only.

2. The sample was restricted to 500 respondents only keeping in view of the limited resources.

3. Another limitation is that the reliability of the study depends on the true response of the employees.

4. The study is only an analytical survey design and not exploratory to establish a new significance of relations with the variables.

5. The findings cannot be generalized as the overall job variables, factors, motivators, environment etc., may not be the same for the corporation as a whole.

6. Financial data were collected from the published annual reports of TNSTC (CBE) Ltd., Coimbatore and without considering inflationary effect.

Because of the above limitations, sufficient care has been taken in selecting the sample, constructing the tool, gathering reliable data and applying appropriate analysis procedure etc.
1.9 LIST OF ABBREVIATIONS USED IN THIS THESIS

1. STUs - State Transport Undertakings.
2. TNSTC - TamilNadu State Transport Corporation.
3. CBE - Coimbatore
4. TNSTC (CBE) LTD - TamilNadu State Transport Corporation (Coimbatore) Limited.
5. NTPC - National Transport Policy Committee.
7. PTCS - Pallvan Transport consultancy Services Limited.
8. IRT - Institute of Road Transport.
9. ETB - Electronic Ticket Booking'
10. NTPC - National Transport Policy Committee
11. KMPL - Kilometres Per Litre
12. Km - Kilometre

1.10 CHAPTER SCHEME

The study is presented in five chapters. The first chapter consists of Introduction and Design of the Study covering need for the study, the statement of the problem, objectives of the study, hypotheses, methodology, scope of the study, and limitations of the study and chapter scheme.

The second chapter deals with the Concept of job satisfaction and Review of literature.

The third chapter confined to the Profile and Performance of TNSTC (CBE) Ltd., Coimbatore.

The fourth chapter attempted to Analysis of the data and interpretation.

The fifth chapter presented the Summary of findings, Suggestions and Conclusion of the study.
REFERENCES


