CHAPTER - II

CONCEPTUAL FRAMEWORK OF JOB SATISFACTION AND REVIEW OF LITERATURE
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2.1 CONCEPT OF JOB SATISFACTION

The concept of job satisfaction traditionally has been of great interest to social scientists concerned with the problems of work in an industrial society. (Spector, 1997) A number of consequences have been shown to result from job satisfaction/dissatisfaction, both with respect to the workers’ psychological well-being and with respect to the effective functioning of organizations. Despite the large number of studies that have dealt with these issues, however, there has been little commutation of knowledge. Much of this difficulty stems from problems in comparing studies and estimating trends due to difference in measurement of job satisfaction, sampled populations and time periods. Of these, differences in measurement techniques are especially problematic since a multitude of indicators have been developed (Spector, 1997) and it is questionable whether they all measure the same thing. An illustration of this is the various controversial research results regarding to the relationship between job satisfaction and several demographic variables, such as age and gender. (Snyder and Dietrich, 1992; Ang, Goh and Koh, 1993) So research is necessary
to examine the different ways of measuring job satisfaction. Such knowledge would help researchers in assessing the dependence of their inferences regarding the causes and consequences of job satisfaction on the indicators they have used to measure the concept, and would thus facilitate the comparison of research findings.

Job satisfaction is closely related to the gratification of needs. It is composed of effective, cognitive and behavioral elements. These elements vary in their intensity and consistency from one individual to another. Thus, job satisfaction is the satisfaction derived from any pursuit directed by the process of fulfillment of the needs. It is the favorableness or unfavorableness with which employees view their work. It results from specific attitudes of employees in three areas viz., specific job factor, individual adjustment on the job and group relationship.

Job satisfaction may refer either to a person or a group. It results from the best fit among job requirements, wants and expectations of an employee. It is used to express the extent of match between the employees’ expectation of the job and the rewards that the job provides.

Considering job satisfaction as the overall attitude of well being with regard to job and its environment, it is not difficult to know how an employee
feels about his job. The feeling about the job is directly affected by the job factors like salary, kind of work performed, supervision, working conditions, opportunity for advancement etc. However, the factors affecting job satisfaction are not restricted to the on-the-job-environment alone. Some factors pertaining to ‘life away from work’ are housing conditions, health, temperament, desires, expectations, neurotic tendencies, unconscious conflicts etc., Therefore, it is possible to predict the effect of an individual’s personal and social adjustment on job satisfaction.

Job satisfaction has important implications on quality of work, experience, employees’ mental health and physical adjustment. Ultimately, it may have a direct or indirect effect on organizational effectiveness influencing productivity, absenteeism, turnover and other aspect of employees behavior. However, its measurement poses a complex problems. An interesting approach is to find out the difference between what an employee expects about a particular factor and his actual experience with that factor. The differential gap identified by employee along with the importance attached to the factor by him gives a clear understanding of the extent and nature of his job satisfaction. Another approach is the appraisal of one’s perceived job values which are congruent with the basic needs.
The study of job satisfaction is replete with valuable concepts. But these concepts have been updated in the passage of time. To have an understanding of the nature of job satisfaction some important approaches have been presented here.

The early approaches to study the job satisfaction have focused on determining the proportion of satisfied and dissatisfied workers. They have attempted to identify the determinants of job satisfaction, confining themselves to the examination of socio-economic and demographic characteristics like age, education, length of service, marital status etc. This inadequacy has led to the development of job context oriented approaches.

Job contextual factors are the factors surrounding the job like pay, working condition, job security etc. With the increased interest in various aspects of the job there has been a change in the focus from the job contextual factors to the factors relating to job content.

Job content factors are extrinsic to the job and are environment centered. They are recognition, responsibility, growth, advancement and achievement. Both contextual and content approaches failed to provide complete meaning to job satisfaction. Hence, 'individual differences' approaches have been developed. These approaches focused on the needs of the individual, his
expectations and personality. Job satisfaction was considered as a function of the extent to which worker needs were fulfilled by his job. The job characteristics models propounded by Hackman and Lawler and Hackman and Oldham have postulated that the employee with high growth need strength would experience more job satisfaction than the employee with low growth need strength. Though these models have considered the job characteristics which are related to technology, they have ignored the social climate of a work place.

To fill up gap, social-technical systems approach has been made popular. According to this approach technical as well as social aspects of a work place were considered as factors that determine the job satisfaction. These approaches suggest the dynamic nature of the concept of job satisfaction.

2.2 DEFINITION OF JOB SATISFACTION

In order to evaluate the validity of previous measurement of job satisfaction, perhaps the first question to ask is "what is job satisfaction?" Unfortunately, a major problem in a review of job satisfaction literature is to define precisely the concept of job satisfaction. Each researcher seems to work on a limited aspect of the field and defines his/her variables in terms of the concepts with which she can work most easily. Those different approaches and
conceptual ideas often make it difficult to compare the results of various studies. In the earliest research studies on job satisfaction, the three terms “job satisfaction”, “job attitudes”, and “morale” often caused confusion because many researchers used them interchangeably while others drew significant distinctions among them. Vroom (1964) states that “job satisfaction” and “job attitudes” are used.

Interchangeably because both refer to the affective orientation of the individual toward the work role the worker is occupying. Positive attitudes are equated with satisfaction and negative attitudes with dissatisfaction. Introducing the third term, he says that “morale” has been given many meanings, some of which are closely related to the other two concepts. In his case study of IBM, Sirota (1964) operationalized the concept of “morale” by restricting it to items measuring satisfaction with the work environment. However, other researchers did not equate those three terms. Salinas (1964) noted that “there has been a growing inclination to define morale primarily in terms of attitudes and behavior associated with the activity of the individual as a member of a group. Morale has come to imply a group concept, a feeling of togetherness, as distinguished
From individual job satisfaction, (1964:6) Beer (1964), commenting on this trend, defined job satisfaction as "the attitude of workers toward the company, their job, their fellow workers and other psychological objects in the work environment". And "morale" is defined as "a group enthusiasm in the pursuit of a common goal". But the problem of precision in definition is even more basic. Defining the single concept "job satisfaction" has itself created a problem. Taking parts of definitions from Herzberg, Maslow, and Vroom, Ivancevich and Donnelly (1968) defines job satisfaction as "the favorable viewpoint of the worker toward the work role he presently occupies." Salinas approaches the concept differently and describes job satisfaction as the "evaluation of one's job and the employing company as contributing suitably to the attainment of one's personal objectives" (1964:7). Wanous and Lawler (1972) list nine different operational definitions of job satisfaction, each based on a different theoretical orientation and each resulting in different measures. The major difference between those definitions is in terms of the different ways in which aspects of job satisfaction are combined. Locke proposed a definition that later are widely used in 1976. He defines job satisfaction as "a pleasurable or positive emotional state resulting form the appraisal of one's job or job experience" (1976:1300). This definition is consistent with other definitions evident in the literature. For instance, Cranny, Smith, and Stone (1992) defines
job satisfaction as "an affective (that is, emotional) reaction to a job, that results from the incumbent's comparison of actual outcomes with those that are desired (expected, deserved, and so on)" (p.1). After considering numerous definitions of job satisfaction, I choose the one that Kalleberg (1977) used as the working definition, which defines job satisfaction as "an overall affective orientation on the part of individuals toward work roles which they are presently occupying."

The conceptualization implies that job satisfaction is a unitary concept and that individuals may be characterized by some sort of vaguely defined attitude toward their total job situation. Thus it must be distinguished from satisfaction with specific dimensions of those work roles. It should be noticed that to say job satisfaction is a unitary concept does not imply that the causes of this overall attitude are not multidimensional. As the author explains, 'a person may be satisfied with one dimension of the job and dissatisfied with another. The assumption underlying the present view is that it is possible for individuals to balance these specific satisfactions against the specific dissatisfactions and thus to arrive at a composite satisfaction with the job as a whole" (Kalleberg, 1977:126). The index of job satisfaction that I will test later is in line with this definition.
2.3 ELEMENTS

Job satisfaction is a set of favorable or unfavorable feelings and emotions with which employees view their work. Job satisfaction is an affective attitude a feeling of relative like or dislike toward something (for example, a satisfied employee may comment that "I enjoy variety of tasks to do"). There is an important difference between these job-related feelings of satisfaction and two other elements of employee attitudes. The same employee may have an intellectual response to her work, stating the objective thought (belief) that "my work is quit complex". On another occasion, the employee may voice her behavioral intensions to a coworker ("I plan to quit this job in three months"). Attitudes, then, consist of feelings, thoughts, and intentions to act.

2.4 INDIVIDUAL FOCUS

Job satisfaction typically refers to the attitudes of a single employee. For example, an administrator might conclude. "Antonio Ortega seems very pleased with his recent promotion." When assessments of individual satisfaction are averaged across all members of a work unit, the general term used to describe overall group satisfaction is morale. Group morale is especially important to monitor since individuals often take their social cues from their work associates and adopt their own attitudes to conform to those of the work.
2.5 OVERALL (OR) MULTIDIMENSIONAL

Job satisfaction can be viewed as an overall attitude, or it can apply to the various parts of an individual's job. If it is viewed only as an overall attitude, however, managers may miss seeing some key hidden exception as they assess as employee's overall satisfaction. For example, although Antonio Ortega's general job satisfaction may be high, it is important to discover both that he likes his promotion and that he is dissatisfied with his vocation schedule this year. Job satisfaction studies, therefore, often focus on the various parts that are believed to be important, since these job-related attitudes predispose an employee to behave in certain ways. Important aspects of job satisfaction include pay, one's supervisor, the nature of task performed, an employee's coworker or team, and the immediate working conditions.

Since job satisfaction is best viewed as being multidimensional, managers are cautioned not to allow an employee's high satisfaction on one element to offset high dissatisfaction on another by arithmetically blending both feelings into an average rating. The studies may, however, usefully divide their attention between those elements which are directly related to job content (the nature of the job) and those which are part of the job context (the supervisor, coworkers, and organisation).
2.6 STABILITY OF JOB SATISFACTION

Attitudes are generally acquired over a long period of time. Similarly, job satisfaction or dissatisfaction emerges as an employee gains more and more information about the workplace. Nevertheless, job satisfaction is dynamic, for it can decline even more quickly than it develops. Managers cannot establish the conditions leading to high satisfaction now and later neglect it, for employee needs may fluctuate suddenly. Managers need to pay attention to employee attitudes week after week, month after month, year after year.

2.7 ENVIRONMENTAL IMPACT

Job satisfaction is one part of life satisfaction. The nature of a worker's environment off the job indirectly influences his or her feelings on the job. Similarly, since a job is an important part of life for many workers, job satisfaction influences general life satisfaction. The result is that there is a spillover affect that occurs in both directions between job and life satisfaction. Consequently, managers need to monitor not only the job and immediate work environment but also their employee's attitudes toward other parts of life.
2.8 LEVEL OF JOB SATISFACTION

Long-term nationwide studies indicate that general job satisfaction has been relatively high and stable in the United States. Although worker expectations have both increased and changed in their focus over time, the quality of management practices also has improved. As a result, more than 80 percent of those in the workforce usually report that they are reasonably satisfied with their jobs. Managers should not be complacent, however, for this statistic also suggests that millions of workers (the other 20 percent) are unhappy, and many other millions are probably dissatisfied with some special aspects of their jobs. In addition, many of the “satisfied” workers may have simply resigned themselves to their work situations, with the result that they are neither satisfied nor dissatisfied. Moreover, many workers live under a cloud of job insecurity as a result of attempts to improve organizational effectiveness by laying off thousands of workers.

The level of job satisfaction across group is not constant, but it is related to a number of variables. Analysis of these relationships allows managers to predict which group is more likely to exhibit the problem behaviors associated with dissatisfaction. The key variables revolve around age, occupation level, and organizational size.
As workers grow older, they initially tend to be slightly more satisfied with their jobs. Apparently, they lower their expectations to more realistic levels and adjust themselves better to their work situations. Later, their satisfaction may suffer as promotions are less frequent and they face the realistic of retirement. Predictably, too, people with higher level occupations tend to be more satisfied with their jobs. As we might expect, they are usually better paid, have better working conditions, and hold jobs that make fuller use of their abilities. Finally, there is some evidence to suggest that levels of job satisfaction are higher in smaller organizational units, such as a branch plant or a small Silicon Valley enterprise. Larger organization tend to overwhelm people, disrupt supportive processes, and limit the amounts of personal closeness, friendship, and small-group team work that are important aspects of job satisfaction for many people.

Employees have attitudes or viewpoints about many aspects of their jobs, their careers, and their organizations. However, from the perspective of research and practice, the most focal employee attitude is job satisfaction. Thus, we often refer to employee attitudes broadly in this article, although much of our specific focus will concern job satisfaction.
The most-used research definition of job satisfaction is by Locke (1976), who defined it as "... a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (p. 1304). Implicit in Locke's definition is the importance of both affect, or feeling, and cognition, or thinking. When we think, we have feelings about what we think. Conversely, when we have feelings, we think about what we feel. Cognition and affect are thus inextricably linked, in our psychology and even in our biology. Thus, when evaluating our jobs, as when we assess most anything important to us, both thinking and feeling are involved.

Several innovative studies have shown the influences of a person's disposition on job satisfaction. One of the first studies in this area (Staw & Ross, 1985) demonstrated that a person's job satisfaction scores have stability over time, even when he or she changes jobs or companies. In a related study, childhood temperament was found to be statistically related to adult job satisfaction up to 40 years later (Staw, Bell, & Clausen, 1986). Evidence even indicates that the job satisfaction of identical twins reared apart is statistically similar (see Arvey, Bouchard, Segal, & Abraham, 1989). Although this literature has had its critics (e.g., Davis-Blake & Pfeffer, 1989), an accumulating body of evidence indicates that differences in job satisfaction
across employees can be traced, in part, to differences in their disposition or temperament (House, Shane, & Herold, 1996).

Despite its contributions to our understanding of the causes of job satisfaction, one of the limitations in this literature is that it is not yet informative as to how exactly dispositions affect job satisfaction (Erez, 1994). Therefore, researchers have begun to explore the psychological processes that underlie dispositional causes of job satisfaction. For example, Weiss and Cropanzano (1996) suggest that disposition may influence the experience of emotionally significant events at work, which in turn influences job satisfaction. Similarly, Brief (1998) and Motowidlo (1996) have developed theoretical models in an attempt to better understand the relationship between dispositions and job satisfaction.

Continuing this theoretical development, Judge and his colleagues (Judge & Bono, 2001; Judge, Locke, Durham, & Kluger, 1998) found that a key personality trait, core self-evaluation, correlates with (is statistically related to) employee job satisfaction. They also found that one of the primary causes of the relationship was through the perception of the job itself. Thus, it appears that the most important situational effect on job satisfaction—the job itself—is linked to what may be the most important personality trait to predict job
satisfaction—core self evaluation. Evidence also indicates that some other personality traits, such as extraversion and conscientiousness, can also influence job satisfaction (Judge, Heller, & Mount, 2002).

These various research findings indicate that there is in fact a relationship between disposition or personality and job satisfaction. Even though organizations cannot directly impact employee personality, the use of sound selection methods and a good match between employees and jobs will ensure people are selected and placed into jobs most appropriate for them, which, in turn, will help enhance their job satisfaction.

The work situation also matters in terms of job satisfaction and organization impact. Contrary to some commonly held practitioner beliefs, the most notable situational influence on job satisfaction is the nature of the work itself—often called “intrinsic job characteristics.” Research studies across many years, organizations, and types of jobs show that when employees are asked to evaluate different facets of their job such as supervision, pay, promotion opportunities, coworkers, and so forth, the nature of the work itself generally emerges as the most important job facet (Judge & Church, 2000; Jurgensen, 1978). This is not to say that well-designed compensation programs or effective supervision are unimportant; rather, it is that much can be done to influence job
satisfaction by ensuring work is as interesting and challenging as possible. Unfortunately, some managers think employees are most desirous of pay to the exclusion of other job attributes such as interesting work. For example, in a study examining the importance of job attributes, employees ranked interesting work as the most important job attribute and good wages ranked fifth, whereas when it came to what managers thought employees wanted, good wages ranked first while interesting work ranked fifth (Kovach, 1995).

Of all the major job satisfaction areas, satisfaction with the nature of the work itself— which includes job challenge, autonomy, variety, and scope—best predicts overall job satisfaction, as well as other important outcomes like employee retention (e.g., Fried & Ferris, 1987; Parisi & Weiner, 1999; Weiner, 2000). Thus, to understand what causes people to be satisfied with their jobs, the nature of the work itself is one of the first places for practitioners to focus on.

2.9 THEORIES OF JOB SATISFACTION

2.9.1 Affect Theory

Edwin A. Locke’s Range of Affect Theory (1976) is arguably the most famous job satisfaction model. The main premise of this theory is that satisfaction is determined by a discrepancy between what one wants in a job
and what one has in a job. Further, the theory states that how much one values a given facet of work (e.g. the degree of autonomy in a position) moderates how satisfied/dissatisfied one becomes when expectations are/aren’t met. When a person values a particular facet of a job, his satisfaction is more greatly impacted both positively (when expectations are met) and negatively (when expectations are not met), compared to one who doesn’t value that facet. To illustrate, if Employee A values autonomy in the workplace and Employee B is indifferent about autonomy, then Employee A would be more satisfied in a position that offers a high degree of autonomy and less satisfied in a position with little or no autonomy compared to Employee B. This theory also states that too much of a particular facet will produce stronger feelings of dissatisfaction the more a worker values that facet.

2.9.2 Dispositional Theory

Another well-known job satisfaction theory is the Dispositional Theory. It is a very general theory that suggests that people have innate dispositions that cause them to have tendencies toward a certain level of satisfaction, regardless of one’s job. This approach became a notable explanation of job satisfaction in light of evidence that job satisfaction tends to be stable over time and across
careers and jobs. Research also indicates that identical twins have similar levels of job satisfaction.

A significant model that narrowed the scope of the Dispositional Theory was the Core Self-evaluations Model, proposed by Timothy A. Judge in 1998. Judge argued that there are four Core Self-evaluations that determine one’s disposition towards job satisfaction: self-esteem, general self-efficacy, locus of control, and neuroticism. This model states that higher levels of self-esteem (the value one places on his/her self) and general self-efficacy (the belief in one’s own competence) lead to higher work satisfaction. Having an internal locus of control (believing one has control over her/his own life, as opposed to outside forces having control) leads to higher job satisfaction. Finally, lower levels of neuroticism lead to higher job satisfaction.

2.9.3 Two-Factor Theory (Motivator-Hygiene Theory)

Frederick Herzberg’s Two factor theory (also known as Motivator Hygiene Theory) attempts to explain satisfaction and motivation in the workplace. This theory states that satisfaction and dissatisfaction are driven by different factors – motivation and hygiene factors, respectively. An employee’s motivation to work is continually related to job satisfaction of a subordinate. Motivation can be seen as an inner force that drives individuals to attain
Motivating factors are those aspects of the job that make people want to perform, and provide people with satisfaction, for example achievement in work, recognition, promotion opportunities. These motivating factors are considered to be intrinsic to the job, or the work carried out.\[^5\] Hygiene factors include aspects of the working environment such as pay, company policies, supervisory practices, and other working conditions.\[^5\]

While Hertzberg's model has stimulated much research, researchers have been unable to reliably empirically prove the model, with Hackman & Oldham suggesting that Hertzberg's original formulation of the model may have been a methodological artifact.\[^5\] Furthermore, the theory does not consider individual differences, conversely predicting all employees will react in an identical manner to changes in motivating/hygiene factors.\[^5\] Finally, the model has been criticized in that it does not specify how motivating/hygiene factors are to be measured.\[^5\]

### 2.9.4 Job Characteristics Model

Hackman & Oldham proposed the Job Characteristics Model, which is widely used as a framework to study how particular job characteristics impact on job outcomes, including job satisfaction. The model states that there are five
core job characteristics (skill variety, task identity, task significance, autonomy, and feedback) which impact three critical psychological states (experienced meaningfulness, experienced responsibility for outcomes, and knowledge of the actual results), in turn influencing work outcomes (job satisfaction, absenteeism, work motivation, etc.).\textsuperscript{[6]} The five core job characteristics can be combined to form a motivating potential score (MPS) for a job, which can be used as an index of how likely a job is to affect an employee's attitudes and behaviors. A meta-analysis of studies that assess the framework of the model provides some support for the validity of the JCM.\textsuperscript{[7]}

2.9.6 Communication Overload and Communication Underload

One of the most important aspects of an individual's work in a modern organization concerns the management of communication demands that he or she encounters on the job (Krayer, K. J., & Westbrook, L., p. 85). Demands can be characterized as a communication load, which refers to "the rate and complexity of communication inputs an individual must process in a particular time frame (Faraca, Monge, & Russel, 1977)." Individuals in an organization can experience communication over-load and communication under-load which can affect their level of job satisfaction. Communication overload can occur when "an individual receives too many messages in a short period of time
which can result in unprocessed information or when an individual faces more complex messages that are more difficult to process (Farace, Monge, & Russel, 1997)." Due to this process, "given an individual's style of work and motivation to complete a task, when more inputs exist than outputs, the individual perceives a condition of overload (Krayer, K. J., & Westbrook, L., p. 86) which can be positively or negatively related to job satisfaction. In comparison, communication under load can occur when messages or inputs are sent below the individual's ability to process them (Farace, Monge, & Russel, 1997)." According to the ideas of communication over-load and under-load, if an individual does not receive enough input on the job or is unsuccessful in processing these inputs, the individual is more likely to become dissatisfied, aggravated, and unhappy with their work which leads to a low level of job satisfaction.

2.9.7 Measuring job satisfaction

There are many methods for measuring job satisfaction. By far, the most common method for collecting data regarding job satisfaction is the Likert scale (named after Rensis Likert). Other less common methods of for gauging job satisfaction include: Yes/No questions, True/False questions, point systems,
checklists, and forced choice answers. This data is typically collected using an Enterprise Feedback Management (EFM) system.

The Job Descriptive Index (JDI), created by Smith, Kendall, & Hulin (1969), is a specific questionnaire of job satisfaction that has been widely used. It measures one’s satisfaction in five facets: pay, promotions and promotion opportunities, coworkers, supervision, and the work itself. The scale is simple, participants answer either yes, no, or can’t decide (indicated by ‘?’) in response to whether given statements accurately describe one’s job.

The Job in General Index is an overall measurement of job satisfaction. It is an improvement to the Job Descriptive Index because the JDI focuses too much on individual facets and not enough on work satisfaction in general.

Other job satisfaction questionnaires include: the Minnesota Satisfaction Questionnaire (MSQ), the Job Satisfaction Survey (JSS), and the Faces Scale. The MSQ measures job satisfaction in 20 facets and has a long form with 100 questions (five items from each facet) and a short form with 20 questions (one item from each facet). The JSS is a 36 item questionnaire that measures nine facets of job satisfaction. Finally, the Faces Scale of job satisfaction, one of the first scales used widely, measured overall job satisfaction with just one item which participants respond to by choosing a face.
Superior-subordinate communication is an important influence on job satisfaction in the workplace. The way in which subordinate’s perceive a supervisor’s behavior can positively or negatively influence job satisfaction. Communication behavior such as facial expression, eye contact, vocal expression, and body movement is crucial to the superior-subordinate relationship (Teven, p. 156). Nonverbal messages play a central role in interpersonal interactions with respect to impression formation, deception, attraction, social influence, and emotional expression (Burgoon, Buller, & Woodall, 1996). Nonverbal immediacy from the supervisor helps to increase interpersonal involvement with their subordinates impacting job satisfaction. The manner in which supervisors communicate their subordinates may be more important than the verbal content (Teven, p. 156). Individuals who dislike and think negatively about their supervisor are less willing to communicate or have motivation to work where as individuals who like and think positively of their supervisor are more likely to communicate and are satisfied with their job and work environment. The relationship of a subordinate with their supervisor is a very important aspect in the workplace. Therefore, a supervisor who uses nonverbal immediacy, friendliness, and open communication lines is more willing to receive positive feedback and high job satisfaction from a subordinate.
where as a supervisor who is antisocial, unfriendly, and unwilling to communicate will naturally receive negative feedback and very low job satisfaction from their subordinate’s in the workplace.

2.9.9 Job satisfaction and Emotions

Mood and emotions while working are the raw materials which cumulate to form the affective element of job satisfaction. (Weiss and Cropanzano, 1996). Moods tend to be longer lasting but often weaker states of uncertain origin, while emotions are often more intense, short-lived and have a clear object or cause. There is some evidence in the literature that state moods are related to overall job satisfaction. Positive and negative emotions were also found to be significantly related to overall job satisfaction. Frequency of experiencing net positive emotion will be a better predictor of overall job satisfaction than will intensity of positive emotion when it is experienced.

Emotion regulation and emotion labor are also related to job satisfaction. Emotion work (or emotion management) refers to various efforts to manage emotional states and displays. Emotion regulation includes all of the conscious and unconscious efforts to increase, maintain, or decrease one or more components of an emotion. Although early studies of the consequences of
emotional labor emphasized its harmful effects on workers, studies of workers in a variety of occupations suggest that the consequences of emotional labor are not uniformly negative.\textsuperscript{[12]}

It was found that suppression of unpleasant emotions decreases job satisfaction and the amplification of pleasant emotions increases job satisfaction.\textsuperscript{[13]} The understanding of how emotion regulation relates to job satisfaction concerns two models:

1. Emotional dissonance. Emotional dissonance is a state of discrepancy between public displays of emotions and internal experiences of emotions,\textsuperscript{[14]}\textsuperscript{[15]} that often follows the process of emotion regulation. Emotional dissonance is associated with high emotional exhaustion, low organizational commitment, and low job satisfaction.\textsuperscript{[16]}\textsuperscript{[17]}

2. Social interaction model. Taking the social interaction perspective, workers' emotion regulation might beget responses from others during interpersonal encounters that subsequently impact their own job satisfaction. For example: The accumulation of favorable responses to displays of pleasant emotions might positively affect job satisfaction\textsuperscript{[13]} . Performance of emotional labor that produces desired outcomes could increase job satisfaction.
2.9.10 Relationships and practical implications

Job Satisfaction can be an important indicator of how employees feel about their jobs and a predictor of work behaviors such as organizational citizenship,\cite{18} absenteeism,\cite{19} and turnover.\cite{20} Further, job satisfaction can partially mediate the relationship of personality variables and deviant work behaviors.\cite{21}

One common research finding is that job satisfaction is correlated with life satisfaction.\cite{22} This correlation is reciprocal, meaning people who are satisfied with life tend to be satisfied with their job and people who are satisfied with their job tend to be satisfied with life. However, some research has found that job satisfaction is not significantly related to life satisfaction when other variables such as non work satisfaction and core self-evaluations are taken into account.\cite{23}

An important finding for organizations to note is that job satisfaction has a rather tenuous correlation to productivity on the job. This is a vital piece of information to researchers and businesses, as the idea that satisfaction and job performance are directly related to one another is often cited in the media and in some non-academic management literature. A recent meta-analysis found an average uncorrected correlation between job satisfaction and productivity to be
i=.18; the average true correlation, corrected for research artifacts and unreliability, was $r=.30$. Further, the meta-analysis found that the relationship between satisfaction and performance can be moderated by job complexity, such that for high-complexity jobs the correlation between satisfaction and performance is higher ($\rho=.52$) than for jobs of low to moderate complexity ($\rho=.29$). In short, the relationship of satisfaction to productivity is not necessarily straightforward and can be influenced by a number of other work-related constructs, and the notion that "a happy worker is a productive worker" should not be the foundation of organizational decision-making.

With regard to job performance, employee personality may be more important than job satisfaction. The link between job satisfaction and performance is thought to be a spurious relationship; instead, both satisfaction and performance are the result of personality.

2.10 FACTORS AFFECTING JOB SATISFACTION

Job satisfaction can be influenced by a variety of factors, e.g. the quality of one's relationship with their supervisor, the quality of the physical environment in which they work, degree of fulfillment in their work, etc.. Numerous research results show that there are many factors affecting the job satisfaction. There are particular demographic traits (age, education level,
tenure, position, marital status, years in service, and hours worked per week) of employees that significantly affect their job satisfaction. Satisfying factors motivate workers while dissatisfying ones prevent. Motivating factors are achievement, recognition, the job conducted, responsibility, promotion and the factors related to the job itself for personal development. Motivating factors in the working environment result in the job satisfaction of the person while protective ones dissatisfy him/her. Maslow connects the creation of the existence of people's sense of satisfaction with the maintenance of the classified needs. These are: physiological needs (eating, drinking, resting, etc.), security needs (pension, health insurance, etc.), the need to love (good relations with the environment, friendship, fellowship, to love and to be loved), need to self-esteem (self-confidence, recognition, adoration, to be given importance, status, etc.) need of self-actualization (maximization of the latent [potential] power and capacity, development of abilities, etc.). Insufficient education, inability to select qualified workers for the job, lack of communications, lack of job definitions, all affect job satisfaction negatively. It has been asserted that participating in the management, having the decision making power, independence on the job and the unit where the individual works, have positive impact upon the job satisfaction. The job itself (the work conducted), and achievement and
recognition at work result in satisfaction while the management policy, relations with the managers and colleagues result in dissatisfaction. Factors related to the job itself such as using talents, creativity, responsibility, recognition have influence on the job satisfaction. Age is one of the factors affecting job satisfaction. Studies conducted in five different countries prove that the elder workers are more satisfied. Kose has also found a meaningful relation between the age and job satisfaction. There is a strong connection between feeling secure and saying one is satisfied with a job. People who state their job is secure have a much larger probability of reporting themselves happy with their work. Similarly, by some researchers, sex is also found to have an influence on job satisfaction. Besides, Wahba has found out that male librarians give more importance to personal development and free decision making in their jobs than the female librarians, and the female librarians are more dissatisfied than the male librarians. Job satisfaction and devotion to the job, affected each other reciprocally, and they have great impact upon performance. The most significant of the factors affecting performance are economical, technical, socio-political, cultural and demographical ones. However, most efforts to improve performance seem to center on improving the conditions surrounding the work. These are worthwhile efforts, but they usually result only in short-term improvements in attitudes and productivity, and the situation often returns
quickly to normal. There is no strong acceptance among researchers, consultants, etc., that increased job satisfaction produces improve job performance -- in fact, improved job satisfaction can sometimes decrease job performance. For example, you could let workers sometime sit around all day and do nothing. That may make them more satisfied with their "work" in the short run, but their performance certainly doesn't improve. The individual's willingness to get a result, his/her endeavor and expectation of maintaining the result will push him/her to show the highest performance. Job satisfaction varies a lot. (Researches suggests, the higher the prestige of the job, the greater the job satisfaction). But, many workers are satisfied in even the least prestigious jobs. They simply like what they do. Most workers like their work if they have little supervision. The least satisfied workers are those in service occupations and managers that work for others. Ethnic and religious orientation is associated to work attitudes, and job satisfaction is related to education. The difference between the results that the individual desire and those s/he maintained will affect his/her satisfaction. There is a consistent relationship between the professional status and the job satisfaction. High levels of job satisfaction are observed in those professions which are deemed of good standing in the society. The workers usually compare their working conditions with the conditions of the society, under the variable of social conditions. If the
social conditions are worse than the individual's working conditions, then this will result in satisfaction of the individual, as the workers deem themselves relatively in good position. No meaningful relationship between the job satisfaction and age, professional experience, education level, level of wage, sex and professional group was found. On the contrary, professional experience has been claimed to increase job satisfaction

2.11 REVIEW OF LITERATURE

From the very beginning of industrial revolution in England the working class has become a very important segment of the society. With the growth in Industrial development the number of working class has multiplied manifold and has emerged a very strong pressure group in almost all the countries of the world. In present time the labor has become the concern of academies. It has developed as a separate field of study. Various disciplines in social sciences such as economies, public administration management, law and psychology has included it in their curriculum and large number of studies has been conducted especially by the government on the various aspects of labor problems in India. Many studies on job satisfaction have been made in the past which mainly focuses on large and complex modern enterprises in private and public do not provide much insight into the relevant aspects of job satisfaction.
Some of the important studies conducted on job satisfaction are reviewed here. The scholar made an attempt to study employee’s job satisfaction in Tamil Nadu State Transport Corporation Ltd., Salem. This study light on various aspects of personal management. He examined the relationship between job satisfaction and job involvement, job satisfaction and protestant work ethic. He concluded the occupational levels, marital status, family size, age, work experience, income and nature of the work of the engineers did not affect the job satisfaction in TNSTC, Salem.

Gan gardes (1954) has suggested in his study that good and efficient employee morale cannot be built by just increasing the pay of the employee. The employee want suitable work and supervisors want preservation of self respect.

Gerorge S.Odinorne (1955) in his study has pointed out that the type quality of equipment provided to workers by management significantly affects the levels employee morale.

According to a Rao (1971) age income, length of service and tenure have little relationship while education caste and skil have a stronger association with job satisfaction.
Hackman, J. Richard; Lawler, Edward E (1971) Developed and tested a conceptual framework specifying the conditions under which jobs will facilitate the development of internal motivation for effective performance. Ss were 62 supervisors and 208 telephone company employees who worked on 13 different jobs. Primary independent variables were (a) a measure of strength of desire for the satisfaction of higher order needs (e.g., obtaining feelings of accomplishment, personal growth); and (b) descriptions of jobs on 4 core dimensions (variety, autonomy, task identity, feedback). It was predicted and found that when jobs are high on the 4 core dimensions, employees who are desirous of higher order need satisfaction tend to have high motivation, have high job satisfaction, be absent from work infrequently, and be rated by supervisors as doing high quality work. A number of supplementary analyses are reported. (48 ref.) (PsycINFO Database Record (c) 2008 APA, all rights reserved).

A. Ben-porat (1971) This study evaluates a theory of job satisfaction based on two facets: event and agent. These two facets were derived from a study by Schneider and Locke (1971). In the present study, event and agent were conceptualized as two domain facets of a content universe of job satisfaction. On the basis of the above definition, a radex structure was hypothesized. 104 employees from 8 different industrial organizations in Israel
were interviewed. They rated (a) their job satisfaction with respect to 11 job factors, and (b) their conception of influence upon these job factors. The intercorrelation matrix of job satisfaction was treated by a Guttman Smallest Space Analysis. The empirical space was interpreted for each facet individually, and then jointly. It is apparent that when job satisfaction is defined by two domain facets, the radex structure is confirmed.

**Dev S. Pathak (1976)** Most prior research on the measurement and prediction of job satisfaction has utilized statistical tools that require the analysis to be cross-sectional. The results of these studies are based on interpersonal comparisons. However, it is well known that interpersonal utility comparisons cannot be rigorously interpreted. Thus, this study attempts to predict the level of job satisfaction for a new breed of professionals - the data processing professional - using discriminant analysis. Based upon past studies and the expectancy-value framework, various models were developed and tested to obtain a model with the maximum predictive ability. The implications of the results derived with the discriminant analysis are discussed.

**M.Gangadhara Rao’s (1978)** research work titled “Industrial Relations in Indian Railways” is a study of the personnel and union management relations with special reference to the post Independence period. This study has
examined in detail the problems of railway employees. The study has revealed that the operational efficiency of the railway has increased over the period and the labour productivity has gone up on account of the introduction of incentive plans. The study has also emphasized the paramount necessity of bringing about harmony our relations between the workers and management.

According to the study of Upadyan (1980) on the morale of public sector organizations the following facts influence the moral of the employee.

Organizational factor

1. Personal style
2. Approach and value systems of managers and supervisors
3. Lack of delegation from the top management
4. The ministry’s indifference to the top level management in public sectors.
5. Domination of managers by the civil service training cadre.
6. The interference by the politicians in the day-to-day affairs of the public sector organizations.

Fielder (1981) in his article, he emphasized the role of manager. A manager must motivate his staff and must determine whether an apparently lazy or uninterested staff member lacks ability or training, has satisfactory
relationship with colleagues and is content in the working environment. The authoritarian style of management creates distrust, does not stimulate communication, and may seek to disguise inadequate work knowledge and lack of human understanding, and can create a bad atmosphere, lead to high absenteeism and resignations. A survey of employees' priorities for their job environments reveals differences between management's judgments of what staff consider important and what staff actually consider important.

**Sylvanus Dazza (1982)** made an attempt to study the Personnel Management practices in selected Co-operative Spinning Mills in Tamil Nadu. The objectives of the study are to analyze the pattern of a Personnel Management; to study the Industrial relations in the selected co-operative spinning mills; to assess the workers satisfaction with welfare facilities; and to study the workers awareness towards service conditions. Employing interview schedule, the primary data was collected and secondary data were collected from the reports of the mills.

**John R. Turney (1983)** felt the alternative work schedules options focus on variations in the times at which employees can begin work and end work each day. In their more elaborate forms, the employer should permit an employee to put in more than 8 hours on some days and fewer than that of
others, or to work a shorter workweek. Since an alternative work schedule program is intended to improve the quality of working life for employees by giving them greater flexibility in the hours they work, any aspects of the program that reduces employee control contradicts this purpose.

Mendleson and Jack (1985) were an attempt to reveal the employee moral and job satisfaction in the Brunswick Corporation. They classify the factors influencing employee moral and job satisfaction into two categories namely negative actions and positive actions. These factors were put into a scale. These scales used in business reversals, individual cases and to illustrate the value of straightforward communication and of unifying company interest with employees needs.

Bordigan and Julia (1985) were examined the role of communication in the job satisfaction of employees. Some suggestions on how to communicate include: ask open ended questions that demand more then a yes or no answer, ask employees instead of tell them and thank them to gain their confidence, recognize and commend employees for good work, explain where employees’ work fits into the company’s scheme to get them involved and make them co-operative, in introducing a new procedure or new equipment, solicit employee
aid in its adaptation and operation, use non verbal messages such as direct gazes and shoulder patting, to signify a sincere willingness to communicate.

Anthony Lobo (1986) made an attempt to study the personnel management practices in Visvesvarya Iron and Steel Industry, Karnataka. The study covered the personnel practices such as personnel policies, selection and succession, remunerating the personnel, job satisfaction, welfare measures and industrial relations. The primary data were collected with the help of interview with workers. By adapting the method of simple random sampling 60 officers, 230 workers and 15 union leaders were interviewed.

Lucker (1986) made an attempt to measure the attitudes of the employees about working in their current job at Malquiladora. The study was conducted to explore job satisfaction among the workers. The sample consisted of 497 workers, all female. Questions like attitudes about the general work ambience, workers view on their actual work, attitude about volume of work and current job were asked. He concluded that training of supervisors in the use of feed back to the workers about job performance might the satisfaction of employees.

Jyothi (1986) made an attempt to study the Human Resource Management practices and industrial relations in selected co-operative
enterprises in Visakhapatnam District. The objectives of the study are to review personnel policies of the selected co-operative units; to study the socio-economic background and attitudes of the employees towards their work, management and organization; to analyze the union-management relationship in the selected units, and to suggest a framework for the effected utilization of human resources and creation for desirable work environment. By adopting the method of stratified random sampling, 407 employees were selected from four different cooperative enterprises and primary data were collected from them to know their attitude towards Personnel Management practices of the selected co-operative enterprises.

P.P.Arya (1989) in his research work titled "labour Management Relations in Public Sector Undertakings" has stated that important role has been assigned to the public sectors and they should function as model employers.

G.C.Patro, (1989) in his study titled "Human Resources Management in Different Management Manufacturing Industries" has investigated empirically in to the personnel policies. Structure and functioning of personnel departments besides highlighting the practices relating to personnel administration, industrial relations and labour welfare in the industries of India.
Jerome Joseph (1989) in his article “Polities Legal Framework of the right to strike – a Micro Level case study in the state owned passenger road transport corporations in south Indian has explained the major causes of planned strikes such as wage settlements, bonus and working conditions, according to him the planned strikes have declined since 1977. He has also stated that the major causes for wildcat strikes as bus man-traffic police alternations, busmen-public problems, busmen –student problems and work supervisor staff altercations.

N. Thalavani Pillai (1990) The study of the state transport corporation’s performance revealed that the physical, financial and social performance of state transport corporations and the attitude to bus users, employees of the corporations, towards the management. This study enables the govetd management augment the growth of transport corporations.

also the worker’s participation in management and the problems of crew in state road transport undertakings in the state of Tamilnadu with special reference to rani mangammal transport corporation dindigul.

**Houser, Rick ;Chace, Anne (1993)** The level of job satisfaction among disabled persons provided employment through a project of industry is investigated. The study reveals that the overall job satisfaction level for these people is slightly higher than the average for other occupations reported in the Minnesota Satisfaction Questionnaire. The amount of pay, the chances of advancement and the implementation of company policies are areas, however, where respondents said they were least satisfied. Job satisfaction has been related to personnel turnover (Scott & Taylor, 1973), plans to terminate employment (Rosse & Hulin, 1985), and life satisfaction (Iris & Barrett, 1972). Additionally, job satisfaction has been correlated.

**N.Markkandayan (1993)** The SRTUs being service organizations the passengers expect regularity, safety, reliability, and punctuality in travel. The success of RMTC in providing effective service to the traveling public depends on the effectiveness in human resources management. Where in turn depends mutual co-operation between the workers and management human resource management in RMTC when ever found effective has ensured reasonable
service to the public at large. (RMTC – Rani Managamal Transport Corporation).

**L.R.J. Ghulam Mustafa Hakin (1993)** The article titled, “Influence of job satisfaction on job performance: An examination research: focused on employee attitudes that bear an appreciable relationship to performance on the job. Besides it states that the more an employee is satisfied with his job, the more he contributes to the effectiveness of the management: A satisfied worker is an asset to the organization while a dissatisfied on is a liability. In order to develop the performance in the job at least the lower level needs of employees should be fulfilled and they are saved from frustration and negative result.

**Knoop, Robert (1994)** To test Herzberg’s (1966, 1987; Herzberg, Mausner, & Snyderman, 1959) motivator-hygiene theory, I examined the relationship between work values and job satisfaction. Educators (N = 386) from 18 Canadian secondary schools were asked to report the degree to which they experienced 16 work values and five dimensions of job satisfaction. Factor analysis suggested five sets of work values: intrinsic work-related, intrinsic work-outcome, extrinsic job-related, extrinsic job-outcome, and extrinsic people-related. Regression analyses identified the best predictors for each of the
five dimensions of job satisfaction. The results support and extend Herzberg's theory.

Curtis chan (1995) in his article “Identifying leadership styles” has pointed out that effectively negotiating resources requires understanding have company functions and identifying leadership style.

Clark, Andrew ; Oswald, Andrew ; Warr, Peter (1996) It is generally believed that job satisfaction increases linearly with age. However, there are persuasive arguments, and some empirical evidence, that the relationship is U-shaped, declining from a moderate level in the early years of employment and then increasing steadily up to retirement. This paper investigates that relationship, using survey responses from a large sample of British employees. For overall job satisfaction, satisfaction with pay, and satisfaction with the work itself, a strongly significant U-shape is observed. Ordered probit techniques, which take account of the ordinality of satisfaction data, are used to analyse the relationship between these forms of satisfaction and.

L. Anandan (1996) The study entitled, “Job satisfaction among Government officials conducted a survey among so officers working in the cooperative audit and administrative Dept in the Karnataka Govt services. It revealed that a healthy organization should minimize job dissatisfaction by
improving availability of various hygiene factors like better work environment. By providing higher salaries, better perks etc, it may generate motivation and satisfaction. Besides job environment recognition, appreciation, opportunities for learning and growth generate a high degree of satisfaction.

**B.Ramachandra Reddy (1996)** The study titled, “Motivation: A Dynamic mode” stated that the bank management expects incremental. Business with all round improvement in quality of assets and deposits mix. The quality of human input depends largely on the attitudes of the employees towards their organization, work and customers.

**Tice (1996)** in an article “Leaders as mentor” writes that the best teams and organizational, people are inventing, creating, and sharing, which leads to improvement and growth, two styles are dominant control and release with the control orientation, leaders create restrictive and with release leaders create constructive zone.

**Sultana (1996)** mahru studies revealed that the relationship between employee moral and job performance and the moderating effect of psychological well beings.

**K.G.Seth (1996)** The interest and attention of scholar and researchers in the fields of human resources management have been quite diverse pure
empirical research on academic venture has been attempted by researchers to study the human resources management theories all over India. But their findings are mostly unpublished and as such do not reach the professionals and even academic institutions. So their utility is not realized either in enriching the profession or in reviewing the discipline of personnel management. Very few research works like those of M.R.Rao, P.P.Arya and G.C.Patro have been published.

**Jane Williams (1997)** Job Satisfaction is the most frequently studied variable in organizational behavior research. This new book provides an overview of the vast literature on this topic. The nature of job satisfaction is discussed along with techniques for assessing job satisfaction including existing scales and new instruments. In addition, the book summarizes the findings concerning how people feel about work including coverage of cultural and gender differences in job satisfaction. Possible reasons for job satisfaction both personal and organizational are explored as well. The book concludes with a discussion of the potential consequences of job satisfaction and dissatisfaction. Those using this volume for study or classroom purposes will particularly appreciate the extensive list of references and the Job Satisfaction Survey included in the Appendix. Job Satisfaction is written for professionals and students in business,
public and STUs were also advised to bring out Bus Passenger Charter - As STUs have their own policies, objectives and standards for performance and make known the unit of measurement which when declared, shall become a set of commitments to perform. Most important expectations of the passengers are adequate number of frequent services, punctuality, reliability, neat and clean buses, friendly crew behavior, well kept and user friendly terminals, Customer information service, easy access for reservation, quick response to grievances and Eco-friendly service. STUs have a moral obligation to ensure a break down free, reliable service, clean interior and exterior of the bus and to see that their crew are offering public, their modest behavior with neat turn out by wearing sparkling badges and uniform. A passenger friendly crew should be in the agenda of a passenger charter. STUs could use Customer Information System for providing information of arrival/departure and a grievance redressal procedure should be spelt out. Bus Passenger Charter should ensure simplicity dispensation of the Passenger – STU relationship. This bundle of commitments could send sincere and serious signals to the general public to repose faith in the STUs. As the passengers, just want a passenger friendly service, no matter, State or Private owned, Passenger Charter shall prove to be the STUs’ key to their competitive advantage.
Rajeev Saraf (1999) emphasizes the need for a Transport System compatible to the needs of the people and unavoidable options like Mass Rapid Transport System needs to be abandoned.

Baviskar (1999) infers that, the balanced picture of a driver’s characteristics, as a member of the community, whether he drives for his livelihood, a necessary convenience or simply a hobby, influence his Role performance. Road Research Laboratory of Great Britain, set out driving as composition of three main decisions viz. (i) Driving Skill (ii) Driver’s Characteristics (iii) Driver as the member of the community. As far developing countries are concerned, road environment in general is not conducive to safe movement of either vehicular or pedestrian traffic. In India, large section of the road network is burdened with traffic congestion, problems of poor construction and infrastructure. Undoubtedly, driving on Indian Roads is hazardous requiring great skill and competence and for safe driving, driver should be able to perceive in time and accident prone situation of road can be perceived in two coordinates of Time and Space. e.g. when it drizzles the chance of skidding increases. In twilight zones, accidents increase because of poor visibility; Bus stops, city arterioles, road bends at the ghats, unmanned railway level crossings, are some of the accident prone spots. For necessary adjustment in driving, driver needs to perceive the changes in vehicle as well as loading conditions so
that perception can be accurate. Road Research Laboratory in Great Britain has found, unhealthy condition affecting road safeties are socio economic problems, slippery roads, age of the Driver etc. Analysis of 9087 accidents revealed, drivers below 40 years contribute for 91% of the accidents and only 1.65% of the accidents are committed by drivers with age of 50 and above. Number of accidents and its contribution to total accidents declines from the age group of 36-40 and onwards. Quality of driving is deteriorating day by day. With introduction of new and untrained persons as drivers. Courtesy is shrinking and aggressive attitude while driving is seen every where.

Nadaf (1999) observes that Driver’s seat is neither place for day dreaming, scenic viewing or distracting conversation, nor a place for persons who are ill, worried, angry or in grief. A driver should learn the art of defensive driving which means driving in a manner that prevents accidents inspite of adverse driving conditions and situations caused by others who may not follow rules. Training programmes have the potential to improve the skills of the drivers. If simulator aided Training is given to STU Drivers and if they are looked after by giving appropriate status in the society, there is a likelihood for reduction in accidents and social and economical losses will be minimized.
V. Manikkavasagam (2000) has conducted research in the Neyveli lignite corporation and found out that “Morale has its impact of performance but the morale doesn’t have significance on productivity.

Shai Leadra Singh (2000) The study titled, “Relationship between managers’ authority power and perception of their subordinates behavior” is based on primary data collected from 340 managers belonging to 4 public and 4 Pvt Sector banks. Entitled, powerful managers considered themselves more effective and satisfied. Enforcing of discipline and persuasiveness emerged as important influence strategies as these were positively related to personal effectiveness and satisfaction with work and support.

A. Deva Raju (2000) Job performance as “The amount of overall positive effect or feelings that individuals have towards their job,” job satisfaction it’s the amount of pleasure or contentment associated with a job. If an employee likes his job intensely he will perform better in his job.

Mohinder Singh (2000) observes that, 21 bus companies are successfully run in the State of Tamil Nadu and when compared to the private operators, STUs provide comfortable buses, skilled crew, low fare, large network of coordinated Bus Depots besides meeting many social obligations rather than for profits, There comes the necessity for STUs to cut the costs by, better vehicle
utilisation, off loading ‘in house’ works like body building, aggregate reconditioning, tyre retreading, ticket printing, body washing etc. and man power can be better utilised by proper scheduling. In our country, as passengers cannot afford to higher bus fare, to meet higher operating costs in the Towns, strategy can be subsidy aided Metro Services.

Road Transport has grown manifold, when compared to Railways and Airways and thus there is a need for another National Transport Committee to be formed, which should address the possibility of allocating atleast 40% of the revenue earned by State and Centre in form of Excise Duty on fuel, motor vehicles and parts and road tax and passenger tax (running to Rs. 150 billion per annum). This amount should be made available for improving the roads and related infrastructure, which shall help in a long way, to reduce accidents, improve vehicle longevity, reduce operational costs, reduce travel time etc. Paying capacity of the commuters not being high enough, fares cannot be revised drastically so as to support a ‘good’ bus or always present new buses in all routes, which result into over crowding of the existing buses and unreliable bus service. Highly innovative schemes of bus subsidies are warranted and even in USA federal subsidies on urban buses are as high as 90%.
Elangovan (2001) made an attempt to study the Human Resource Management practices in Tamilnadu Newsprint and Paper Limited, Seshasyee Paper and Boards Limited. The primary data for this study was collected from interviews with the workers and officials of the units. He concluded that there is no significant relationship between the welfare facilities and Job satisfaction of employees.

D.K. Dash, (2001) The study titled, “Human Assets the factors of turn around” closely scrutinize the profiles of employees form the top level to bottom level. The employees knowledge, skill and attitude should develop so that they make combined efforts to meet the challenges before the banking activities and services. A study on the inter personal relationship between management and employees

T.V. Rao. (2001) The study titled, “A study of Human Resource Development concepts, structure of HRD Departments and HRD practices in India” stated that the HRD departments need to have professionally trained and competent staff members so that they will make an impact, and enhance the maturity levels of all the systems and sub-systems in the organization. These system and subsystems have a lot of potential for giving competitive advantage through the development of employees and their competencies.
Jacob C.D.Maunder D.A.C and Fouracre P.R (2001) in their study titled “Characteristics of conventional public transport service in third world cities” have analysed the growing demand for public transport in recent years. They study has suggested that the transport policies development, objective, operating circumstances, and resources available.

Sweeney, Anthony P. ; Hohenshil, Thomas H. ; Fortune, Jimmie C. (2002) This study was designed to examine job satisfaction in a national sample of employee assistance program (EAP) professionals. Data were collected from 210 EAP professionals through mailed surveys consisting of an individual information form and the Minnesota Satisfaction Questionnaire (MSQ; D. J. Weiss, G. W. England, & L. H. Lofquist, 1967). The average MSQ total score was within the satisfied range. The results indicated that respondents employed by external EAP organizations were more satisfied with their jobs than those who were employed by internal EAPs. Age, gender, race of respondent, rural vs. nonrural work setting, and national certification of respondent had no.

Long, Anthea (2005) The present paper investigates issues of job satisfaction and gender. In particular, the finding that women are significantly happier in work than their male counterparts is examined. To shed light on this issue, smaller subgroups of the total sample are analysed and more subjective
variables (in addition to more traditional objective variables) are incorporated. It is found that differences in reported job satisfaction are more pronounced when looking at individuals with lower levels of education in lower skilled jobs. The determinants of job satisfaction for men and women in this group are significantly different; this was not found to be the case when looking at higher skilled, higher educated individuals. Women in this latter group exhibit similar (i.e. lower) levels of satisfaction to their male counterparts. It is conjectured that this result is due to differences in expectations of work among men and women and also among women themselves.

**Whiteacre, Kevin W (2006)** Administrators in community corrections are increasingly expected to provide concrete and meaningful outcome measures to a host of stakeholders. However, extensive research shows that job satisfaction and stress consistently remain important factors to a number of workplace outcomes such as turnover, absenteeism and dependability. Fortunately, standardized surveys of staff perceptions of the workplace are reliable and can fulfill several administrative needs, particularly the implementation of a tangible evidence-based practice. Studies have found that satisfied employees live longer, healthier lives and are happier, more cooperative, more dependable, less critical and less likely to quit their jobs.1 In an early study of attitudinal and physical variables associated with longevity,
the best predictor of longevity was work satisfaction. Overall happiness was the second best predictor of longevity. Both variables predicted longevity better than physical health or abstaining from tobacco use. These findings are important to the corrections field because they add more information to previous research that shows correctional employees have a higher than average risk for heart attacks, high blood pressure and ulcers, and that correctional officers have shorter life spans, higher divorce rates and higher rates of alcoholism than the general public.

Sharbrough, William C., Simmons, Susan A., Cantrill, David (2006). This article reports on a study of the use of motivating language (ML) by employees of the southeast regional division of a Fortune 500 company. The relationship between the supervisory use of ML, communication competence, communication satisfaction (CS), employees' job satisfaction, and perceived supervisory effectiveness was explored. The study was based on a sample of 136 participating employees surveyed via an interactive Internet survey of a 400-person organization. Suggestions for further research are presented. The identification of the specific relationship between the use of language and communication competence, CS, job satisfaction, and leaders' perceived effectiveness establishes a direct link between communication, leadership, and job satisfaction.
Beam, Randal A (2006) Data from a survey of 1,149 U.S. journalists suggest news workers' job satisfaction is associated with perceptions about employers' business and professional (journalistic) goals and priorities. Journalists tend to be less satisfied if they work for organizations that they perceive to be strongly profit-oriented and more satisfied with their jobs if they perceive that their employers value good journalism. These relationships, however, vary by job role. News supervisors and rank-and-file journalists not only have different perceptions of their organizations' goals and priorities, but those perceptions have somewhat different effects on job satisfaction in each group.

Leung, S.K. Spurgeon, Peter C.; Cheung, H.K.(2007) Objectives: To describe job satisfaction, determine its correlation with stress, work setting, and other socio-demographic variables, and identify any major dimensions of job satisfaction among psychiatric nurses. Participants and Methods: All ward-based and community-based psychiatric nurses (including ward and service managers, nursing officers, registered and enrolled nurses) of the general adult teams of a psychiatric hospital were sent questionnaires including the McCloskey / Mueller Satisfaction Scale and Anxiety Stress Questionnaire. Results: Data from 102 questionnaires (48.1% of all sent out) showed the nurses (acute / admission ward 30.4%, ...
Galup, Stuart D, Klein, Gary, Jiang, (2008) James J The use of temporary employees in the information systems field continues at a high rate. In order to maintain a quality work environment, an organization must effectively manage both the temporary and permanent work force. A model of satisfaction is constructed based on previous literature and focus groups in three organizations that proposes links to satisfaction from the job characteristics of dependence, autonomy, task interdependence, and management support. A survey of employees in public sector and non-profit organizations revealed that both permanent and temporary employees related management support to satisfaction, temporary employees related task interdependence to satisfaction, and permanent employees related job involvement to satisfaction. Follow-up interviews revealed satisfaction of the permanent employees to be negatively impacted by perceived workload imbalances.

SUMMARY

Several studies have been done on job satisfaction, its determinants and consequences during the past several decades. However, little progress has been made in integrating those research results. It is necessary to study employee’s job satisfaction and management attitude of the Transport Corporation. In this contest the researcher has been made an attempt to study
the employee’s attitude on their job satisfaction by taking up the sample respondents from the drivers and conductors as well as from the administrative staff in the above study area.

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