CHAPTER - V

SUMMARY OF FINDINGS, SUGGESTIONS AND CONCLUSION
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In this chapter key findings and conclusions of this research are recapitulated. Based on these findings few suggestions have been proposed for improving the morale of the employees of the Tamil Nadu State Transport Corporation, Salem.

FINDINGS

It is found from the analysis of the study that majority (97%) of the respondent revealed that they are happy on the place of posting.

➢ It is found from the study that majority (53%) of the respondent revealed the reason for the happiness of the place of posting as the positive attitude of the superior.

➢ It is observed from the study that good majority (79.5%) of the respondents revealed that they are satisfied with the induction programme organized by the TNSTC of Salem.

➢ It is found from the analysis of the study that majority (83.6%) of the respondent revealed that are satisfied with the preset perquisites like allowance, bonus and canteen facilities and the respondent (16.4%) expressed that they are not satisfied.
It is observed from the study that a good majority (88.8%) of the respondents related that they are satisfied with the training programmes organized by the officials of the TNSTC whereas 11.2% of the respondents were dissatisfied with the present method of training offered by various technical training and driving with safe training programme as well as commuters relationship training particularly for conductors.

It could be found that majority (64.2%) of the respondents were not satisfied with the present work load in the TNSTC Salem.

It is observed from the analysis of the study that majority (70%) of the respondent revealed that they are not satisfied with the relationship maintained by the superior officers of the transport corporation.

It is found from the study that 59% of the respondents have good opinion on the position of good facilities to their children.

It is learned from the analysis of the study that majority (68.4%) of the respondents revealed that the reason for the accident they have met due to the occupational stress.

It is observed from the study that the action taken by the management is the cause for the dissatisfaction of the employees.
➢ It is found that majority (60.2%) of the respondent revealed that the employees are satisfied with the shift timing and the allowances offered by the TNSTC to their employees.

➢ It is observed from the study that majority of the respondent expressed their opinion on the grievances of the employees are settled properly.

➢ It is found that most (48.5%) of the respondents are saving the fuel on their own interest in the organization.

➢ It is inferred from the study that majority (74.4%) of the respondents were satisfied on the safety measures provided by the Transport corporation.

➢ It is learned from the study that (53%) of the respondents are having satisfaction and the remaining are not having the fullest satisfaction.

➢ It is inferred from the study that majority (81%) of the respondent expressed that there were satisfied on workers participation in management policy decision of the corporation.

➢ It is observed from the study that majority (99.9%) of the respondents expressed their opinion on overall activity of the transport corporation.
Chi-Square Analysis

➢ It is found from the analysis that administrate staff have perceived the maximum levels of satisfaction. The chi-square analysis proved that there is a close relationship between the designation and the level of job satisfaction in TNSTC Salem.

➢ It is found from the analysis that age plays an important role in perceiving the job satisfaction. The chi-square analysis proved that there is a close relationship between the age and the level of job satisfaction.

➢ It is found from analysis that the relationship between educational qualification of the respondents and the level of job satisfaction. The chi-square analysis proved that there is close relationship between educational qualification of the respondent and their level of job satisfaction.

➢ It is found that the respondents earning above Rs. 9000 have perceived maximum level of job satisfaction than other category viz. The chi-square have proved that there is a relationship between the income earned by the respondents and their level of job satisfaction.
Factor Analysis

Factor analysis was employed in transferring a set of variables into a small number of linear composites which have maximum correlation with original variables. It is used to study job satisfaction in order to identify the major factors considered important by the respondents. The level of job satisfaction perceived by the employees of TNSTC in the study area was studied by selecting twenty factors. The main factors among them are welfare facilities.

SUGGESTIONS

➢ Since most of the employees of the transport corporations, especially drivers and conductors are on the road, performing the duty by operating the buses, their performance depends upon their relationship with the Management. Since it involves indirect supervision, the management should always be approachable for the drivers and conductors. Sometimes the suggestions of the drivers and conductors shall be only the best information for route planning such as crew and bus scheduling. And also when they are able to approach the top management easily they will come forward for giving some positive suggestions. For that they must be appreciated
and allow to meet the top management, they will give the best suggestion for the improvement of the management.

➢ The top management decision shall be highly rational and should be in the interest of the organization and also satisfy the needs of the employee. Then every decision should be explained to every employee in the corporation. A very simple decision of replacing old buses with new buses sometimes leads to dissatisfaction among the crew of some old buses which would have been left out without any reason. When the changes of the new buses to old one leads to dissatisfaction it could be rectified by counseling the driver and conductors and satisfactory.

➢ The productivity of the corporation collection, revenue and cost saving are all depended upon the crew. The diesel, oil consumption and the accident which are the major cost of operation for buses depends upon the mental make up of the driver. The bus can be operated either at 50% or 150% cost, this depends upon the conductor and driver of the bus. The productivity of the buses in terms of kilometer per bus per day is directly responsible for the revenue. It can be achieved by the corporation by involving the crew in all the decision making process.
➢ The genuine grievances of the employee have to be addressed immediately. The transport corporation must consider the grievances of the employee and set right the grievances immediately without waiting for representation from the union or other external sources.

➢ Since the transport corporation is highly labor oriented and where there is no possibility of direct supervision, there is need for some disciplinary action. But this has to be highly rational. A driver involving in a fatal accident after 25 years of good service and a driver who is committing the third fatal accident in 15 years can’t be dealt with similarly. And a conductor who is ranging 150% capacity of the bus and normally honest and a conductor carrying 50% of the buses capacity can’t be dealt with similarly for similar negligence irregular and biased disciplinary action defeats the very purpose of it. And also the appeal against any punishment should be settled immediately and adequately based on his performance.

➢ Since most of the crew are not highly educated or informed, the proper openness of the top management in addressing the employees and informing them frequently about the performance of the corporation, shall definitely improve the job satisfaction of the crew.
The potential of the human being is uncommitted. Hence to optimize the efficiency and effectiveness of employees and the performance of the state transport corporation, the management should have managerial principle and practice. By which the job satisfaction of the crew and the performance of the corporation in providing an efficient, economical, adequate, safe transport to the public can be achieved.

CONCLUSION

In the management area, managing living things especially human beings is not an easy job like non-living thing such as finance, materials other physical resources. The survival of any organisation is highly depended on how the needs and wants of the employees are fulfilled to the maximum extent. Every organisation has a set of ideal policies and practices which are applicable even to a average employee, some times number of conflicts are arises between management and employees and leads to various bad consequences like fall in productivity, economic loss, high rate of labor turnover and loss of reputation etc. in this aspect we can say that the human resources is the precious assets and only the active factor in the factors of production. Hence almost all the fields in developed countries are
recognizing their human resource by and large extent. It is a great blessing to the nation. Majority of the employees being closely associated with every effort of the Transport Corporation. I assured that when the company considers the above suggestion it is no doubt that the company will be bagged with the number of rewards for good services to the people in the country.