CHAPTER II
REVIEW OF LITERATURE

Kevin W. Mossholder et al., (2000)\(^1\), in the article “Role Perception Satisfaction and Performance: Moderating Effects of Self – Esteem and Organizational Level” have examined the moderating effects of organizational level and self – esteem on the relationship between role perception (i.e., role ambiguity and role conflict) and employee satisfaction and performance were examined. Two of the tour predicated interaction was obtained. The importance of considering the combined effects of both situational and individual difference variance as potential betters against aversive role perception was discussed.

Jegadish Ganesh P. and John Gunaseelan G. (2000)\(^2\), “Public Bus Transport Service in Tamil Nadu – An Appraisal.” The process of nationalization of passenger road transport services in Tamil Nadu goes back to the period immediately after the Independence of India. Perhaps Tamil Nadu has been one of the pace setting States in India to nationalize road transport services in the country. The Madras city bus services were the first to be nationalized in Tamil Nadu in July 1948 and thus in the year 1997 in completing 50 years of bus transport service to the travelling public in the region. With the economic liberalization and privatization programme in India there is a great debate over the tradeoff between the commercial objective and the social service goal of State Transport Undertakings (STUs). In the changing economic scenario it is felt necessary to make a detailed study of the performance of the Road Transport Corporations (RTC) in Tamilnadu.
Marad Mansar and Mustaka Achoul (2000), in the article “Job Satisfaction and Saudi Female Employees: An Exploratory Study”, This study is intended to investigate the Job Satisfaction among women employees in Saudi Arabia in this study three main regions in the Kingdom in private companies as well as governmental agencies in three different sectors health, educational and Banking. Overall women workers were found satisfied with their job.

Eran Vigoda (2000), in the article “Organizational Policies, Job Attitudes and Work Outcomes Exploring and Implication for the Public Sector.” The study aimed to promote understanding of employees’ reactions to organizational politics. The relationship between perception of organizational politics, job attitudes and several other work outcomes were examined. It is suggested that public personnel will tend to react to workplace polices with negligent behaviour rather than by leaving. A weak negative relationship was found between perception of organizational policies and employees’ performance as reported by supervisor’s perception of organizational politics also made a unique contribution to explaining variance among the work outcomes beyond the variance explained by job attitude and personal variable. Several implications and recommendation for further inquiry into perception of politics in organizations, particularly in the public sector are noted.

Vijayarani (2001), in her study “Absenteism Among Transport Employees-causes and effects with reference to TNSTC, Kombakonam Division - I” has studied the trend pattern of absenteeism and has identified the factors contributed to absenteeism in the TNSTC, Kumbakonam Division - I. She also has suggested the suitable remedial measures to reduce the absenteeism in study region.
Naval Bajpai and Deepak Srivastva (2002), in the article “Sectorial Comparison of Factors influencing Job Satisfaction in Indian Banking Sector” have examined the degree of job satisfaction of two public sector and private sector bank in India. The result indicates that layoff threats, quick turnover, less welfare schemes, and less scope for vertical growth, increased job dissatisfaction on the other hand, secured job environment, welfare policies, and job stability increase the degree of job satisfaction.

Boyd (2002), in the article “Customer Violence and Employee Health and Safety, in Work, employment and Society, (London, Sage Publications), violence on public transport is strongly determined by the presence of opportunities for violence, and public transport vehicles, stations and bus terminals potentially provide many situational opportunities for violence, mainly by external perpetrators. For example, where there is lack of formal or informal surveillance, this presents opportunities for offenders to commit crime. Other examples of situationally - related opportunities for violence on public transport are those situations that provide easy access to potential victims such as the absence of safety screens in taxis or for bus drivers. Public transport in many countries is chronically under-funded. As services are run down, passengers experience more congestion and more frustration. Public transport has a vital public function and therefore needs to be completely safe and secure. Many local governments do not yet assume their responsibility for the public order at stations.

Ramanayya V. (2003), In this study on “Impact of Employee Motivation on Passenger Satisfaction Levels – A Case Study in the State of Karnataka (India)” this study focuses on to understand the functioning of transport services in the State of Karnataka by private operators and the public sector operator, KSRTC, measure, based on certain parameters, service conditions of the frontline staff and relate it to the level of customer
satisfaction, with the transport services provided and compare the levels of service conditions, compensation, working condition and future prospects of the employees of state owned corporation and the private owned transport organizations and the impact on customer satisfaction levels.

Matthew et al., (2003)\(^9\), have published an article “The Relationship between Fitness Levels and Employees’ Perceived Productivity, Job Satisfaction and Absenteeism”, The purpose of this study was to examine the relationship between various components of health-related fitness and employees’ perceived productivity, job satisfaction and absenteeism. This study has identified higher levels of independent components of fitness may positively influence employees’ productivity, job satisfaction and absenteeism. Despite the explained variance provided by the variables remaining relatively low, these findings still and valuable insight into the benefits of instituting exercise programs within the work-site.

Lise M Saari and Timom Y A Judge (2004)\(^10\), in the article “Employees’ Attitudes and Job Satisfaction” have identified three major gaps between HR practice and the scientific research in the area of employees’ attitudes in general and the most focal employees’ attitude in particular – Job satisfaction (1) the cases of employees’ attitudes. (2) The result of positive or negative job satisfaction and (3) how to close the gaps in knowledge and for evaluating implemented practices. Future research will likely focus an greater understanding of personal characteristics, such as emotion in defining job satisfaction and how employees’ attitude influence organizational performance.

Adam Martin and Gert Roodt (2005)\(^11\), in their article “Perception of Organizational Commitment, Job Satisfaction and Turnover Intentions in a Post Merger South African Territory Institution” have examined a merger can be considered both a phenomenological and significant life even for an
organization and its employees, and how people cope with and respond to a
merger has a direct impact on the institutional performance in the short to
medium term. The final predictive model explained 47 per cent of the
variance in turnover intentions. Contrary to expectation, commitment does
not correlate more strongly than satisfaction does with turnover intentions.

Seth Ayim hyekye (2005)\textsuperscript{12}, in the article “Workers’ Perception of
Workplace Safety and Job Satisfaction”, they examined the relationship
between Job Satisfaction and Safety Climate. Workers who expressed more
satisfaction at their posts had positive of safety climate, the result were thus
consistent with the notion that workers’ positive perception of organizational
climate influence their perception of safety at the workplace, which have
implications in the work environment are discussed.

Anu Singh Lather and Snilpa Jain (2005)\textsuperscript{13}, in their article
“Motivation and Job Satisfaction A Study of Associate of Public and Private
Sectors”, they have studied the Job Satisfaction and various motivational need
at different managerial, superior and staff level, they found the effect of
various motivational needs on job satisfaction at different levels of associates
and found the relationship between need for autonomy and job satisfaction at
all levels.

Pouliakas K. and Theodosis I. (2005)\textsuperscript{14}, published an article
“Socio-Economic Difference in the Perceived Quality of High and Low –
Paid Jobs in Europe” This paper engages in a novel comparative investigation
of the different in the perceived quality of high and low paid Job in Six
European labour market. It is shown that, other things equal, low-paid
employees are significantly by less satisfied with their job compared to those
who are high paid in Greece, Spain and Finland. The result also highlights
the extent to which the diversity of conditions. Institutions and welfare
regimes across dissimilar EU economics result in differential outcomes with
respect to labour market performance.
Ing. San Hwang and Jyh-Huei Kio (2006), in their article “Effects of Job Satisfaction and Received Alterative Employment Opportunities on Turnover Interesting – An Examination of Public Sector Organizations”, studied the results showed the solely Job Satisfaction does not have a significant relationship with turnover ingestion. However, the interaction between Job Satisfaction and perceived alterationative employment opportunities does have a negative effects on turnover intention. In fact, perceived alterationative employment opportunities have a positive effect on turnover intention. The conclusion suggests that more reliable measures should be developed when discussing the turnover intention in public sector organizations.

John L.M. et al., (2006), in the article “Bus Drivers Well – Being Review; 50 years of Research” they examined that bus drivers are liable to suffer ill health as a result of the job remain true today. The research has, however, demonstrated a greater understanding that specific stressors result in certain physical (depression, anxiety, post-traumatic stress disorder) and behavioural out comes (substance abuse). Bus drivers’ ill health will have consequences for organisational performance in terms of employee absence, labour turnover and accidents. Stressors for bus drivers include poor cabin ergonomics, rotating shift patterns and inflexible running times. Over the last few decades, the heightening of other work stressors such as traffic, and violence from passengers have compounded the situation for bus drivers. Greater attention to salient moderating and mediating variables in the stressor–strain relationship is featuring in more recent research. Despite such theoretical advances, the research needs to also concentrate on practical interventions that are systematically implemented and evaluated, to improve the well-being of bus drivers. By improving this “human side” of the role, it is expected that the efficiency of this transport will be enhanced for bus drivers, operators and passengers alike.
**Coldwell D.A.L and Perumal S. (2007)**\(^{17}\), in the article “Perception of the Measurability, Importance and Effects of Work Equity on Job Satisfaction and Work Motivation: An Exploratory Study of the Utility of Equity” have examined Adam’s Equity theory (1965) suggests that employees’ perception of equity or inequity stem from individual comparisons with salient referents of individual personal referent perception of work inputs to outcomes ratios. The findings tentatively suggest that the precise ways in which particular individuals define and weigh inputs in themselves may have a bearing on the satisfaction and motivation of equity sensitive employees in specific work locality.

**Alexandros G et al., (2008)**\(^{18}\), in the article “Employee Perceived Training Effectiveness Relationship to Employee Attitudes” have investigated the relationship between perceived employee training effectiveness and job satisfaction, motivation and commitment. The result of the study provide support to the employee perceived training effectiveness and their commitment, job satisfaction and motivation.

**Pushpakumari M.D. (2008)**\(^{19}\), in the article “The Impact of Job Satisfaction and Job Performance: An Empirical Analysis”, and has examined the specific problem addressed in this study to examine the impact of job satisfaction and performance. It considered which rewards (intrinsic and extrinsic) determine Job Satisfaction of an employee, it also considered influence of age, sex and experience of employees and level of job satisfaction. In addition, it investigated in most satisfying event of an employee in the job, why employees study and level the organization.

**Kesevan N. (2008)**\(^{20}\), in his study "A Study an Human Recourses Management Practice in Tamilnadu State Transport Corporation with Reference Villupuram Division – I,” he studied the profile and the management performance of a TNSTC, human resource management
policies, evaluated the perception employees in TNSTC Division 1. And he has suggested the suitable remedial measures to the human resource management practice in his study region.

_Nasina Mat Dasa (2009)_21, in the article “Leadership Behaviour and Job Satisfaction among Bank Officers”. The Impact of Task Characteristics have examined that task structure and task variety did not moderate the relationship between leadership behaviours in all the dependent variables. However, significant interaction was convincingly evident only in the case of task autonomy. Task autonomy showed significant impact in a leadership behaviour and dullness of work. Key implication of the survey findings both for theory and practice are discussed, potential limitations are specified, and directions for future research are suggested.

_Raj Kamal and Debashish Sengupta (2009)_22, published an article “A Study of Job Satisfaction of Bank Officers”. In this study they identified that the banking sector has undergone a sea – change over the years, which has put now pressures and realities in bent of the bank employees, Bank Officers have perhaps felt the maximum heat. Bank officers term a delicate link between the management and the clerical staff, through this research study an attempt has been made not only to ascertain the degree of overall job satisfaction prevailing among the bank officers but also to elicit officers’ view and the different factors contributing to their job satisfaction in the light of current realities.

_Arunima Shrivastava and Pooja (2009)_23, in their article “Employee Perceptions of Job Satisfaction: Comparative Study on Indian Bank” have examined the job satisfaction level of a public sector and private sector bank employees in India. Job Diagnostic Survey by Hackman and Oldham 1975 was used to ascertain the level of job satisfaction. It was found that private sector bank employees perceive greater satisfaction with pay,
social and growth aspects of job as compared to public sector bank employees. On the other hand public sector bank employees’ have expressed greater satisfaction with job security as compared to private sector bank employees. The findings of the study highlight important satisfaction and dissatisfaction present in the job and suggest both the bank to take performance initiatives in the areas where employees have reported reduced satisfaction.

**Alina Hyz (2010)**, in the article “Job Satisfaction and Employees Performance of Greek Banking Staff; An Empirical Investigation”, has examined and investigated the problem of job satisfaction based on the result of research conducted in the week banking sector. The author examines the effect of individual attributes, job characteristics and organizational variables on job satisfaction, the interaction, effect of job satisfaction and work motivation and productivity. The findings of the study recognised autonomy working with groups, prospects, clarity of responsibilities, relationship with co-workers and cooperation with the department of human resource show a positive correlation with job satisfaction.

**David H Peters et al., (2010)**, in their article “Job Satisfaction and Motivation of Health Workers in Public and Private Sector; Cross Sectional Analysis Term Two Indians States”, have examined the “ensuring health workers’ job satisfaction and motivation are important if health workers are to be retained and effectively deliver health service in many developing countries, whether they work in the public sector. There was high variability in the ratings for areas of satisfaction and motivation across. Though there were different practice setting, but there were also commonalities. Four groups of factors were identified with those relating to job content and work environment viewed as the most important characteristics of the ideal job and rated higher than a good volume in both states, public sector health workers
rated good employment benefits as significantly more important than private sector works, where as the public sectors forced consistently lower (P < 0.01) discordance between what motivation factors health workers considered important and their perception of actual presence of the factors were also highest in Uttar Pradesh in the public sector, where all 17 item had greater discordance for public sector workers than for workers in the private sectors (P < 0.01).

Mane Kiran Harish Chandra (2010)\textsuperscript{26}, in his article “A study of Job Satisfaction of Employees of Maharashtra State Road Transport Corporation (MSRTC):- a Field Study” finds that level of satisfaction of employees, identifies the factors influencing job satisfaction and work environment in the corporation of MSRTC.

Linda Fernandez (2010)\textsuperscript{27}, in his article “Environment Implication of Trade Liberalization an North American Transport Services”. The case of the trucking sector, the realm of transportation, environment tract are investigated with data directly related to the time of implementation that varied curios ports on each of the two international borders in North America subsequent to North America Free Trade Argument (NAFTA). The Data on truck flows, wait times air quality and trade value are analyzed energy econometrics to quantitative analysis finding this study various policies do have a positive impact on trucking air emission through changes in tracking characteristics (Technology, pattern) in particles ports they have implemented.

Zuolotto and Paola (2010)\textsuperscript{28}, in the article “Evaluating the Impact of a Grouping Variable on Job Satisfaction Drives” have examined the job satisfaction analysis to discover the most important drives of the workers’ overall satisfaction. This can be investigated by means of data mining technique able to measure the importance of a covariate in the prediction of a given outcome. Variable importance measures are mainly proposed in the
literate in the framework of tree-based learning ensembles, like random forest or gradient boosting machine. Random to rest variable importance measure is used for mining the driver of job satisfaction in the social service sector, in addition an innovative alorimimic procedure is proposed in order to assess the impact of a grouping variable an this variable importance of a job satisfaction drives in different to the subjects belonging to different groups.

King and Rebecca (2010), in the article “Driving Employee Satisfaction”, have examined the financial advisers’ job satisfaction. Result show a high number of respondents claiming work environment and compensation as the factors that contribute to their satisfaction with the financial planning practice, however, lack of opportunities for advancement is found as the key factors for those who are less satisfied with their job. Individual who are experiencing an increase in compensation and benefits are much more likely to be satisfied than those experiencing a decrease, additionally, responsibilities such as compliance and nursing.

Chandramohan R. and Rajendran M. (2010), in their theses with theoretical background and the conceptual issues relating to job satisfaction, to identify, study and measure the variable to determine the job satisfaction, analyze the variance in job satisfaction and degree of influence is satisfactorily levels among the sample employees across the determinants of job satisfaction and the has suitable remedial suggestion provided.

Vijay Banu C. (2011), in her article entitled “A Study on Labour Welfare Measures in Public Sector Transport Corporation” analyses the various dimensions of labour welfare measures that are perceived to the labourers. It highlights the perception and level of satisfaction of the labourers regarding the various welfare measures and the methods to improve the welfare schemes in Public Sector Transport Corporation.
Anita D Souza (2011), In her article on “A Study on Employees’ Satisfaction with special reference To A.P.S.R.T.C Sangareddy, Bus Depot” has studied that the employees’ satisfaction is essential to the success of any business. A high rate of employee contentedness is directly related to a lower turnover rate. Thus, keeping employees’ satisfied with their careers should be a major priority for every employer. While this is a well known fact in management practices, economic downturns like the current one seem to cause employers to ignore it. In order to execute well-informed business decisions, managers need more than a ledger of numbers to understand what is really taking place “on the front line.” The employees who work day to day with the customers can provide invaluable feedback drawn upon first-hand experience. Encouraging bidirectional communications in this matter can create an organizational culture that breaks down silos and fosters teamwork between management and their staff. This type of employee-centric culture has an effect that extends beyond the internal sphere of an organization – it can actually affect a company’s bottom line with a direct and noticeable impact on profits. Take, for instance, the average annual turnover rate in the United States, depending on the industry, this can range from 15- 40 per cent. With that in mind, it costs 10 times more to hire and train a new employee than it does to retain one. Furthermore, extensive research has shown that motivated and satisfied employees tend to contribute more in terms of organizational productivity and maintaining a commitment to customer satisfaction. Satisfaction is infectious – and it indeed permeates across the employee-customer boundary, where revenue and brand image are continuously at stake. This paper demonstrates the significance of employees’ satisfaction and how companies can successfully implement a program to positively impact both organizational culture and ultimately bottom line profits.
**Rai Imteiz Hussain (2011)**$^{33}$, in the article “Factors Affecting Job Satisfaction in Banking Sectors of Pakistan – A Case Study District Okera and Sahiwal”, have indicated the positive and strong association between human resource factors and job satisfaction. All the independent variable job autonomy, leadership behaviour and team member have a significant level of Job Satisfaction. Moreover, female employees are found more satisfied with their job than the male employees.

**David Cord et al., (2011)**$^{34}$, in their article “Inequality at Work: The Effect of Peer Salaries on Job Satisfaction” have studied the effect of disclosing information on peers’ salaries and workers’ job satisfaction and job search intention. To find an asymmetric response to the information about peer salaries; works with salaries below the median for their pay unit and occupation report lower pay and job satisfaction likewise, below median comes to report a significant increase in the likelihood of looking for a new job, while above median comes are unattested the finding suggests that job satisfaction depends on relative pay comparisons, and that this relationship is non-linear.

**Asothai T.(2011)**$^{35}$, in her study “Operational Performance of Tamil Nadu State Transport Corporation with reference to Kumbakonam Region” she has studied the general working and the operational performance through utilization of physical resources, financial performance and to evaluate the opinion of the commuters regarding the service offered by the study region.

**Sowmya K.R. and Panchanatham N. (2011)**$^{36}$, in their article “Factors Influencing Job Satisfaction of Banking Sector Employees in Chennai, India”, have examined the term job satisfaction has been conceptualized in many ways. Job Satisfaction focuses on all the feelings that an individual has about his / her job. It has been assumed by organizational behaviour research that individual who express high satisfaction in their job
are likely to be more productivity, have higher involvement and are less likely to resign than employees with less satisfaction. Job Satisfaction of employees in new private sector and select public sector banks specifically in the banking sectors of the main metropolitan city named Chennai. The findings of the study analyses using principle component to method to find out the difference that affect the job satisfaction of banking sectors employees.

Brikiend Aziri (2011)\(^{37}\), in the article, “Job Satisfaction: A Literature Review” job satisfaction represents one of the most complex areas facing today’s managers when it comes to managing their employees. Many studies have demonstrated an unusually large impact on the job satisfaction on the motivation of workers, while the level of motivation has an impact on productivity, and hence also on performance of business organizations. Unfortunately, in our region, job satisfaction has not still received the proper attention from neither scholars nor managers of various business organizations.

Vijaya Chandran R. et al., (2012)\(^{38}\), in his article “Impact of Employees’ Satisfaction and Union – Management Relation on Enhanced Customer Satisfaction- Regression Analysis: have studied of Andhra Pradesh State Road Transport Corporation (A.P.S.R.T.C). For any organization Union, Management relations is very important for its effective functioning. Doing a job effectively can be done by employees only when they are satisfied. And when both Employees’ Satisfaction and Union –Management Relations are in good manner then it will have its good impact on Customer Satisfaction as they will be (that is Employer and Employee) will be in a position to do their jobs effectively in serving customers (passengers).

Shilpa Trivedi (2012)\(^{39}\), in this article on “Performance Review of Gujarat State Road Transport Corporation” has studied the GSRTC serves the role of lifeline across the state of Gujarat. Over the past 52 years of its
existence, it has proved to be a dependable mode of transportation in every nook and corner of the state. It is providing services in most of the rural areas of the state. The environment has thrown up GSRTC to the challenges like productivity improvement, mark orientation and financial engineering. GSRTC has been trying hard to face the new challenges through vigorously pursuing a process of technical and managerial upgradation. But, financial viability has become a critical goal. Various controllable and uncontrollable factors affect the performance of the GSRTC. It is hypothesized that by controlling at least controllable factors GSRTC can improve its operational performance and thereby financial position. The main motto behind the performance review of GSRTC is to contribute in improving the performance of GSRTC and to create value for all stakeholders, public, employees, vendors, state government and fund providers.

Khawaya Jehanzeb et al., (2012)⁴⁰, in their article “Impact of Rewards and Motivation on Job Satisfaction in Banking Sector of Saudi Arabia”, have examined the impact of rewards and motivation using perceived amount of rewards on Job Satisfaction in both public and private banks of Saudi Arabia. Results indicate that (1) rewards have positive significance on motivation, (2) motivation is positively related to the job satisfaction (3) rewards have a positive significant effect on job satisfaction. The results are inconsistent with previous studies conducted to analyze the relationship of rewards motivation and job satisfaction in different context.

Meena M.L. and Dangayach G.S. (2012)⁴¹, in their article “Analysis of Employee Satisfaction in Banking Sector” have examined the employee satisfaction is important for an organization’s success and survival. It is an established indicator to measure employee satisfaction to analyse the employee satisfaction in banking sector. Employee needs and satisfaction have been identified, elements have been established and analyzed. The result
shows difference in employee satisfaction with the office environment between employees in public sector banks and private sector banks. Many of which were statistically significant, difference between employee satisfaction with their banks with regard to health, wellbeing, improvement in productivity, best service, good behaviour between staff, socially, economically, improvement in banking sector and job satisfaction are analyzed.

**Chitra D. and Mahalakshmi V. (2012)**, in their article “A Study on Employees’ Perception and Quality of Work Life and Job Satisfaction in Manufacturing Organization – An Empirical Study” have studied the Quality of Work Life (QWL) is being used these days by organizations as a strategic tool to attract and retain the talent, QWL policies are increasingly becoming fast of the business strategies and focus is on the potential of these policies to influence employees “quality of working life and more importantly to help them maintain work life balance with equal attention on performance and commitment at work. QWL is “the degree to which members of a work organization are able to satisfy important personal needs through their experience in the organization” the aim of this study is employees’ perception on their work-life quality. Ten variables have been taken to measure Quality Work Life (QWL) are examined namely support term organization, work family conflict, relationship with peers, self-competence, impact on job, meaningfulness of job, optimism on organizational, change, autonomy, access to resources and time control. All the variables are tested the relationship with job satisfaction.

**Sharon L.C. Tan and Chong M. Lau (2012)**, in their article “The Impact of Performance Measure on Employee Fairness Perception, Job Satisfaction and Organizational Commitment” have examined how the use of non-financial performance measure for employee performance evaluation
affects three employee outcome. Procedural fairness, job satisfaction and organizational commitment. They indicate the following, first, non-financial measures have a significant direct effect on procedural fairness, second, the effect on non-financial measures on employee job satisfaction and organizational commitment are indirect through procedural fairness. Finally, the result for the non-financial measured models are similar to those of the financial measured model, these result may have important theoretical and practical implication and the choice of performance measure for performance measurement and evaluation.

Sundar K. and Ashok Kumar P. (2012)

in their article “Dimension of Job Satisfaction: A Perception Analysis of Employees of LIC – Vellore Division” have examined the Life Insurance Corporation of India (LIC). One of sector monoliths in the insurance sphere has been rendering yeoman service to the public. However, privatization of insurance market has triggered competition. This, in turn, has mounted pressure on all categories of employees in the LIC. The knowledge of the factors causing job satisfaction and factors serving the seeds of dissatisfaction would help the LIC to make suitable changes in its HR policy so as to accomplish cherished objective of LIC in the highly competitive environment.

Lin Xiao Yan and Nausheen Syed (2012)

in their article “Impact of High Performance Human Resource Management Practices on Employee Job Satisfaction Empirical Analysis”, have examined and to explore potential of high performance human resource management practices an employees’ job satisfaction. The purpose of the study was to identify empowerment, job rotation, employee participation, merit based promotion & performance – based pay and Grievance handling procedures and they were positively correlated with employees’ job satisfaction.
Mohamad Madi et al., (2012)\textsuperscript{46}, in their article “Employees’ Perception and Organizational Commitment: A Study on the Banking Sector in Gaza, Palastine” have examined and investigated the relationship between the perception of the employees of the banks in Gaza, Palastine and the impact of such perception or their commitment to these bank. This study examines the impact of perceived job satisfaction, perceived job characteristics, perceived organizational characteristics and role perception and the dimensions of organizational commitment namely; ‘attractive commitment, normative commitment and confidence commitment’, the results showed job satisfaction was found to be significantly and positively correlated with continuous commitment, and the dimensions namely (perceived job characteristics, perceived organizational characteristics and role perception) were not found significantly correlated with continuous commitment. Finally, only role perception and perceived organizational characteristics were found to have a significant positive correlation with normative commitment.

Md. Atiquur Rahman Sarker (2012)\textsuperscript{47}, in the article “Impact of HRM Practices on Job Satisfaction and Organizational Performance in Private Commercial Banking Sector of Bangladesh”. They explored the influence of HRM practices on job satisfaction and how job satisfaction brings higher organizational performance. Since the HRM practices are mostly responsible for the achievement of business strategy and success; this paper has given particular attention to the need of importance of HRM practices.

Rajarajan M. and Paul Dhinakaran (2013)\textsuperscript{48}, in their article “Recruitment Selection Process in Tamilnadu State Transport Corporation Limited, Kumbakonam” have examined the relationship between human resource practices and employees recruitment selection process in TNSTC. Over the past decade, the way in which people are managed and developed at work has come to be recognized as one of the primary factors in achieving improvement in TNSTC Corporation performance.
Padmakumar Ram (2013)\textsuperscript{49}, in the article “Relationship Between Job Satisfaction and Job Performance in Public Sector – A Case Study from India” has examined the job satisfaction and employees’ performance are critical in a service industry like bus transport in the public sector. About fifty per cent of the costs are incurred on the procurement, maintenance, training and development of personnel. In this study, it has been analysed the relationship between overall job satisfaction, job fact satisfaction (14 Job Facts) and Six measures of job performance, with regard to the operating staff like conductors and drivers. Result showed that there is no association between job fact satisfaction and overall job satisfaction. Out of the six measures of job performance, for which association was tested with overall job satisfaction, association was found only in the case of one measure viz., passenger complaints, no association was found between salary and overall job satisfaction in the case of low and medium income group. Whereas there is negative association in the case of high income group.

Senthil Kumar M. and Vedanthadesikan G. (2013)\textsuperscript{50}, in their article on “A Study on Labour Welfare Measures in Tamil Nadu State Transport Corporation, Villupuram Division” have studied the satisfaction level of individual labour welfare schemes, family welfare schemes offered by Public Sector Transport Corporation.

Tarakeswararao S. (2013)\textsuperscript{51}, In his article on “Working of Trade Unions in APSRTC in Srikakulam Region of Andhra Pradesh State” examines the working of trade unions and representation of labour may prove to be particularly crucial in the management of the most innovative organisations like APSRTC. There is a need to focus on organising the unorganised and reach out to the new generation of workers, the e-generation. Delivery of services to members is another key issue. Trade unions need to reinvent themselves as e-organisations to survive and prosper.
Leelavathy K. R. (2013)\textsuperscript{52}, in her article on “An Empirical Investigation and Development of Model for Measuring the Perceived Low Back Pain Prevalence Level Among Drivers in India” examines that low back pain is one of the leading causes of occupational injury and disability among vehicle operators. The purpose of this study is to formulate a model for measuring the perceived low back pain prevalence level among drivers. Therefore, the potential risk factors of back disorder are identified and a unique model is presented. This study concluded that model can be effectively used in the transportation departments to enhance the vehicle operators’ health.

Maryam Rahimi et al., (2013)\textsuperscript{53}, in the article “The Relationship Between Perception of Equity and Job Satisfaction Among Employees of Malaysian University” have examined the relationship between perception of both internal and external equity (independent factors) and job fulfillment (dependent factor) among Malaysian University workers and to define the comparative significance of independent factors. The research of the study proves that, perception of internal equity has more on forecasting job fulfillment than perception of external equity. Nevertheless, this research is exploratory in nature and the outcomes are not definite.

Bindu Bhatt and Seema M.S. (2013)\textsuperscript{54}, in their article “Occupational Health Hazards: A Study of Bus Drivers” have examined the health hazards among the bus drivers and conductors employed in State Road Transport Corporation. The attempt is directed at investigating risk factors at micro-level in a community of drivers and conductors. It not only established the link between health and work environment but also facilitates in assessing the adverse impacts that may be expected.
Rajarajan M. and Anandarajan S.(2013), in their article “Employees’ Awareness Towards TNSTC Limited, Villupuram Region”, the awareness by an individual in general but it is complex to measure accurately the level of awareness perceived by employees particularly in Tamil Nadu State Transport Corporation Limited, Villupuram, whenever a research study is on the working environment and work culture. The relationship, supervision, working hours, recognition of employees, responsibilities, work tasks are the major factors to judge the satisfaction. It is important for every corporation to care about the employees’ awareness towards TNSTC Ltd, Villupuram Region.

Rajarajan M. and Anandarajan S. (2014), in their article on “Problems Faced by Employees in Tamil Nadu State Transport Corporation Limited, Villupuram” have examined that it would ensure sustainable growth and provide good service to the general public. The understanding of the employees’ job satisfaction towards HRM practices would help the corporation to formulate policies and programmes for further improvement. This article highlights employees job satisfaction towards TNSTC, Ltd., Villupuram.

Paul Dinakaran and Rajarajan M. (2014), in their study “Passengers’ Perception Towards Service Quality in Tamilnadu State Transport Corporation (Kumbakonam) Limited, Kumbakonam”. The study highlights the physical performance, social performance and level of passengers’ perception towards service quality of Tamilnadu State Transport Corporation Limited, Kumbakonam and suitable remedial suggestions have been provided.
Uniqueness of the Study (Research Gap)

There are number of studies pertaining to TNSTC, most of them are related to Absenteeism, Management Performance, Operational Performance, Commuters’ Perception, Passengers’ Perception and so on. Though there are various attitudes and perceptions there exists some gaps in the performance of TNSTC. Hence the researcher finds that there is no specific study on job perception and satisfaction of TNSTC employees. In order to fulfill the research gap the research topic entitled “Employees’ Job Perception and Satisfaction in Tamilnadu State Transport Corporation Undertakings” has been under taken.
Notes


