CHAPTER – II

REVIEW OF LITERATURE

A review of literature is the mirror of earlier studies, which enriches the researcher and helps to identify the gaps for the future research. Many studies on transport sectors have been conducted in different parts of India. In the recent years, one can find that many research works are being carried out in India on bus transport. As the present study is concerned with the Bus Transport in general and Tamil Nadu State Transport Corporations in particular, an attempt is made to review the literature available so that a great insight in the bus transport sector is obtained. Like any researcher, sufficient effort is taken in this chapter to understand earlier researches on bus transport sector.

Sinha (1958), ¹ in his study, “Job Satisfaction among Office and Manual Workers” studies the job satisfaction that prevalent among Indian officers and manual workers and analyzed various causes on satisfaction and dissatisfaction. ‘Interest at work’, ‘social status’ and ‘boss’ were found as crucial factors contributing to job satisfaction whereas ‘inadequate salary’ and ‘lack of security’ were regarded as important factors causing job dissatisfaction. Clerical employees were found to be at lower level of their job satisfaction, indicating a reverse tendency to what is usually observed, that is, increase in the level of job satisfaction with every occupational level higher ups.
Arora (1970)² in his book, ‘Economics of Management in Road Transport Industry’ has evaluated the performance of Nationalized Road Transport Undertakings and private operators in Punjab. The researcher has used time series data of Punjab Roadways (PR) and Pepsu Road Transport Corporation (PRTC) for evaluation of physical and financial performance and then compared Punjab Roadways with Hariyana Roadways, Manipur State Transport and Nagaland State Transport and PRTC with Andhra Pradesh, Gujarat, Rajasthan, North Bengal and Kerala State Road Transport Corporations. Since Punjab Roadways is a departmental undertaking under Road Transport Corporation Act, similarly organized undertakings have been selected for such comparison. It is felt that it is not fair to compare Punjab with essentially hill area operations of Manipur and Nagaland State Transport Undertakings.

Hanumanthappa, K (1972)³ in his research work, Pricing and Planning of Road Transport with particular reference to Karnataka State Road Transport Corporation, highlighted the structural aspects of Karnataka State Road Transport Corporation such as capital, cost and employment, pricing procedure, investment policy, managerial policy and managerial control. The researcher analysed the problems of economic viability and the potentiality of road transport as a vehicle of regional development.

Venkaji Rao, L.C. (1973)⁴ in his study, Management of State Transport Undertaking. Transport Planning and Finance, has evaluated the managerial problems of State Transport Undertakings with special reference to Mysore State. The researcher has identified certain administrative problems, which come in the way of improving the
performance of State Transport Undertakings. They were 1. Balancing the transport requirements of the community as against other facilities served based on costs, income and availability of finance. 2. Dealing with peak-loads. 3. The most efficient utilization of vehicles and staff on the basis of passengers utilisation and 4. Envisaging of traffic planning in future. There are a few basic issues, which have to be noted while evaluating the performance of State Transport Corporations. The researcher has also observed that there is a need for setting performance measures and comparing it with standards and taking corrective action wherever necessary.

**Patikar Gautam (1974)** in his study, “*Passengers’ Satisfaction with their Travel: A Comparative Study between the SRTU and Private Sector Bus Operators in Nagaland*”. Passenger Transport service is extended by many bus operators belonging to both public and private sectors in Nagaland. So, co-existence of both the public and private sector in this public utility service leads to competition between the two. In Nagaland, passengers do have opportunity to use the bus services of both private and the State Road Transport Undertaking (SRTU) viz. Nagaland State Transport (NST). Therefore, an attempt to study the comparison between NST and private buses with respect to passengers’ satisfaction becomes important. Accordingly, the socio-economic factors influencing the passengers' satisfaction of the respondents have also been studied. The study concludes that the passengers were more satisfied with Private Sector Operators compared to NST services.
The Pattabiram Committee constituted by the Government of Tamil Nadu in 1976 also recommended the same norm of 7.50 workers per bus as a reasonable and adequate one.

Santhosh Sharma (1976) in his book, “Productivity in Road Transport,” has arrived at a norm of ten workers per bus for urban transportation and P.G Patankar has taken an average of 8.33 workers per bus.

Anthony Tomazinins (1977) in his book, Productivity, Efficiency and Quality in Urban Transportation systems, discusses in considerable detail the performance measures for public bus transportation. The researcher divided his analysis into efficiency measures for the operator-supplier on the one hand and the users on the other. According to the researcher, the operator-supplier’s efficiency measures should be able to assist them to assess or determine in absolute or relative terms the success they have had in achieving desirable objectives in the following five areas of concern: 1. Unit costs 2. Input of resources 3. Relative distribution of costs 4. Provision of service and 5. Collection or revenue. The researcher concludes that physical measures of service produced play a predominant role for the supplier, while measures of quality of service achieved become very important from the user’s point of view.

Santhosh Sharma (1977) in his research on Productivity in Road Transport, Association of State Road Transport Undertakings, has made a pioneering study in the productivity parameter in road transport system and also discussed economies and
diseconomies in nationalized bus operations in the area of cost components, fuel and tyre management, materials management and traffic management. The researcher advocated a total system approach while searching for an optimal solution. The bus system is actually a part of bigger system, the total environment and it would be necessary for the bus company management to fully interact and integrate with the total system. The quality of service depends on the actions and interactions of four agencies viz., operators, users, society and the Government. The researcher also states that in the city operation, it is generally not possible to get more than 225 kms per bus per day whereas mofussil operation of a bus can schedule 400 to 500 kms per day per bus.

Veeramani, C. (1978)\textsuperscript{10} in his study, \textit{Productivity of Manpower Maintenance and Repairs}, brings out that the following guidelines could be formulated in any vehicle maintenance policy a) maintenance agreement should be such that a positive check is made at periodical intervals of time i.e., daily, weekly, and monthly b) vehicle inspector should ensure that unsafe vehicle are kept off from the road, c) under-chasis inspection facility should be made available, d) supervisors are made responsible for the maintenance and the condition of the vehicle. Modern society functions effectively because of the transport links that have been gradually built up over centuries. It is efficient because developments in science and technology have been introduced to transport, thus increasing the range and effectiveness of the various types of vehicle.
Kraft, W.H and Deutschman, H. (1978)\textsuperscript{11} in his study, “Bus Passenger Service-Time Distributions”, the study pointed out that time distributions are a necessary input for the transportation simulation models that are used to evaluate the operations of street transit systems. In this study distributions of passenger service times through bus doors (the rates at which passengers entered, passed through, and departed from the bus) are analyzed by photographic studies and simulated by an Erlang function. These mathematical expressions simulating the passenger rates of flow entering and departing from a bus are compared with the observed times; the differences are not significant at the 95 percent level. The results of this research can be used to analyze a series of bus transit-flow situations and may serve as guidelines in assisting the designer and operator in evaluating existing or proposed bus systems. Specific models could be developed to evaluate the effects of the method of fare collection on passenger queue lengths and average waiting time under different rates of passenger arrivals. The overall design of bus transit vehicles has been shown to affect passenger flows in relation to such items as fare collection and in the use of door(s) for boarding and alighting.

Jansz C. Spernak et al., (1981)\textsuperscript{12} in their paper on “International Solution to Rural Transport Problems: ‘How Useful for Developing Countries,”’ focused the areas of roads, transport modes, services, and rural transportation planning. They highlighted some common rural transportation problems in both developed and developing countries: unsatisfactory level of road conditions, private ownership of vehicles, access to affordable public transport and regulation and financial assistance. They also stated that the main problems of commuters’-inadequate transport and financial loss of operation in
rural services are prevented by the private sector through encouraging sound government policies and support.

Nash (1985), in his study, “Making People Productive” has reviewed the nature of job satisfaction in the industrial world and found that job satisfaction is attributed not only to one but to many factors and varies in its impact on individual’s satisfaction with life, because work varies individual to individual. It was also found that people who take their jobs as prime interest experienced high level of job satisfaction. Their job satisfaction will be further enhanced if they are doing their work by utilizing their skills. Further, it was also found that job satisfaction is an indicator of employee’s motivations to come to work and it changes with age-employment cycle. The study concluded that certain organizational characteristics influence the job satisfaction and one of the major factors is the intrinsic nature of the job itself. An individual, who genuinely likes the contents of the job will be more satisfied with job. In terms of preferences, it was said that industrial workers want job with high pay, high security, promotional opportunities, fewer hours of work and friendly supervision. Finally, it was found that if it is considerable effort to get the job, if one can make a lot of money at it, if one cannot think of an alternative, they can be highly satisfied with the job. It is also stated in the findings that factors that influence job satisfaction differs between men and women in terms of ranks. Generally, men rank security first, followed by advancement, type of work, company, pay, co-workers, supervision, benefits and duration of work, and then work condition. On the other land, women rank type of work first, followed by company,
security, co-workers, advancement, supervision, pay, working condition, duration of work and then benefits.

**Hodgson (1985)**, in his investigation on the “Civil Service Road to Job Satisfaction” in United Kingdom revealed that the outcomes fall under six headings - communication; training; organization and job design; preparing for new office technology; efficiency and productivity and customer service. It was anticipated that the achievements of job satisfaction fieldwork was built upon to support wider Civil Service reforms.

**Zografos. K G and Levinson. H S (1986)** in their study, “Passenger Service Times For A No-Fare Bus System”, the study examined to show how the service time per boarding passenger varies with the size of the boarding group and the number of passengers already on the bus. These relationships are developed for two different occupancy conditions: (a) when the number of passengers on the bus before reaching a stop is less than or equal to the seating capacity of the bus (about 30), and (b) when the number of passengers on board is greater than the seating capacity of the bus (over 30). Simple and multiple regression analyses were performed to examine the effects of bus occupancy and the rank of boarding passengers on the service time per passenger. Both factors were found to influence passenger boarding times. When the number of passengers on the bus exceeded the seating capacity, the service time was more than 2 sec per passenger. When the number of passengers already on the bus was less than the seating capacity, the service time was approximately 2 sec per passenger. The difference
in service times stems from the crowded conditions that result when the seating capacity of the bus is exceeded and standing passengers are jostling for position.

**Rubeowitz and Rundblad (1987),**

in his study, “Management and New Production Systems” made an attempt to measure the productivity and job satisfaction after the introduction of technology. Within the framework of research project concentrated on the transport sectors and industry, one of the aims has been to obtain and systematize basic knowledge about the impact of new technology on productivity and job satisfaction. In the transport sector the result from the empirical studies show both for and against satisfaction. In the engineering industry, however, the implement of new technology has been prolonged to such an extent, that it is too nearly to make any definite judgment about the development of productivity and job satisfaction. Persons, who are actively using computer systems and monitors as a facility and part of other tasks and assignments are far more satisfied and efficient than persons who are linked to and passively have to react to signals or imperative demands from computers or Robots. Particularly because of new technology so often opens possibilities for subordinates to make decisions on their own and exert self-control, a leadership climate characterized by positive support and mutual respect and consensus is necessary. One of the factors that most satisfying in our workplaces is the work group cohesiveness, the positive feeling of belonging to a team. Research within organizational psychology has convincingly proved that most human beings are by nature interested in work and the best guidelines to increase productivity and job satisfaction consist of adapting such forms of organization, management and productivity technology that is also directly or indirectly favorable for the organization.
Rangaswamy and Markandeyan (1988),\textsuperscript{17} in their case study on, “Job Satisfaction of Workers in Tamilnadu State Transport Corporation” revealed that more than 75 per cent of the workers have only medium level of satisfaction. The workers who have high level and low level of satisfaction in TNSTC amount to 12.5 per cent each. Job security, salary, work load, work allocation, training and development, and overtime wages were the important factors for job satisfaction. Freedom in performance, transfer and labour management relations were the important factors for dissatisfaction of workers in TNSTC. No difference was found in administration, technical and traffic workers in their level of job satisfaction and also in the influence of various factors in the job satisfaction.

M.Shivaji Singh (1988)\textsuperscript{18} in his study, “Rural Transportation and Corporate Objectives,” found that 97 per cent of the routes in Andhra Pradesh were unprofitable, 0.4 per cent of routes attained breakeven level, and only 2.6 per cent were profitable routes in village link transport service routes formed by the end of March 1980. The researcher also estimated that 20 per cent vehicle utilization was for 300 kms and above, and another 23 per cent is for less than 200 kms respectively. The researcher showed that only 6 per cent of routes gained occupancy ratio of more than 80 per cent and 72 per cent of routes offered traffic demand of 60-80 per cent. According to the researcher, low occupancy ratio and a low vehicle utilization due to shorter route lengths and bad condition of roads were the main reasons for the unprofitability of passenger transport service in rural areas.
Kumbhakar, et.al., (1988)¹⁹ in his study, “Productivity Growth in Passenger-Bus Transportation: A Heteroskedastic Error Component Model with Unbalanced Panel Data”. considers an econometric approach to measure total factor productivity (TFP) growth and technical change (TC) for 31 publicly owned passenger-bus companies in India during 1983-1987. A translog variable cost function is used to represent the production technology. Firm heterogeneity is incorporated in the cost function using an error component model with firm-specific variances. TFP growth is decomposed into TC and economies of scale components. The TC component is further decomposed into pure, non-neutral, scale, and quasi-fixed factors/network components. An ownership group-wise comparison reveals that the public undertakings exhibit the highest rate of productivity growth followed by the units operated by the state and local governments. The main source of TFP growth for the public undertakings and government operated units is economies of scale, while the main source of falling TFP growth for corporations is technological regress.

Rattan Kumar Singh(1988),²⁰ in his study on, “Road Transport Economic Development” has evaluated critical role played by road transport as a basic infrastructure in economic development and as analyzed the correlation between the development of road transport and that of other vital sectors of the economy in relation to Bihar State. The researcher has pointed out that the condition of the roads is not satisfactory, most of the roads are unsurfaced and development of roads in the state has not been well planned and co-ordinate with the economic development. The researcher has also studied the functioning of Bihar State Road Transport Corporation as a case and
has suggested certain guidelines for a suitable roads development policy for Bihar and the steps to be taken to improve the workings and performance of the Bihar State Road Transport Corporation.

Sharma and Sharma (1989),\textsuperscript{21} in their study on, “Organizational Climate, Job Satisfaction and Job Anxiety.” found significant positive correlation between job satisfaction and dimensions of organizational climate. These correlations were higher for subordinates in terms of relationship and communication dimensions and higher for officers in terms of interaction, influence, decision making and goal setting dimensions of organizational climate.

Kiely and Holding (1989).\textsuperscript{22} conducted a survey on, “Employee Job Satisfaction following Deregulation in the Bus Industry” on 95 first level managers. Despite concern over the status of bus industry, the image of the companies in the community and the services they offered, respondents expressed considerable pride in working for their respective companies. It was suggested that the poor communication before and immediately following deregulation was the major cause for dissatisfaction.

Mohan and Sarin (1989),\textsuperscript{23} in their study, “Job Satisfaction in relation to Personality, Self Esteem and Adjustment” conducted on survey on 50 teaching and non teaching engineers. They analyzed that their job satisfaction was influenced by pay, self esteem and total adjustment and also asserted that job satisfaction has some basic relation with psychological traits in addition to content of job.
Sri Raman, Raman and Bagade (1990),\textsuperscript{24} in their study, “Constant Financial Models for State Transport Undertakings” evolved a cost and financial model for state transport undertakings based on the relationship between unit cost and vehicle productivity, employee productivity, energy productivity and material productivity. The results show that low productivity is found in the combination of vehicle and employee productivity and vehicle and energy productivity. The study concluded that the state transport undertakings which had a higher employee and energy productivity alone could reap better return to scale.

Narander Kumar and Jain (1991),\textsuperscript{25} in their survey on “Motivational Techniques and Bank Executives,” analysed various motivational techniques used by the bank executives in state of Haryana. The analysis revealed that “praise for good work” has been the most popular technique used by the bank executives. Informal discussion with staff members on bank problem was identified as a popular one. Techniques like caring for personal problems of staff members, co-operative attitude of officers, letter of appreciation, persuasion and request have also been widely used in banks. Moderately used techniques are staff meeting, family visits, and difference of treatment and mutual understanding with staff.

Banerji (1992)\textsuperscript{26} in his study, “Analyzing the Causes of Poor Financial Performance of Public Sector Transport”, opines that one of the main causes contributing to the financial difficulties of nationalized (Transport) undertakings is inflexibility of their fare structure. The fare standards of various undertakings have not been fixed on a scientific
basis. Even as the operational costs go on increasing because of increase in incidence of taxation, rise in prices of vehicles and spare parts and increase in cost of staff, it is not possible for the undertakings to raise the fares in time and to the extent needed because of public pressure.

Venkaji Rao (1993)\textsuperscript{27} in his study, “The Managerial Problems of State Transport Undertakings With Special Reference To Mysore State” has identified certain administrative problems, which come in the way of improving the performance of state transport undertakings. They were 1. Balancing the transport requirements of the community as against other facilities served, based on costs, income and availability of finance, 2. Dealing with peak-loads, 3. the most efficient utilization of vehicles and staff and 4. Envisaging of traffic planning in future. There are a few basic issues, which have to be noted while evaluating the performance of State Transport Corporations. The researcher has also observed that there is a need for setting performance measures and comparing it with standards and taking corrective action wherever necessary.

Sinha and Sarita Singh (1995),\textsuperscript{28} in their study on “Employees Satisfaction and its Organizational Predictors” provided evidence from two hundred and forty eight managers and 1795 workers to support a new conceptual framework in which the employees satisfaction with their organization, life satisfying nature of their job, expectancy to satisfy their most salient needs and unproblematic properties of their work. Organizational satisfaction was found to be associated with the first three indices. Work climate and human relations contributed directly and through other factors to
organizational satisfaction in case of the mangers. Incase of workers, the nature of work and service conditions were the strong predictors which affected by organizational satisfaction directly and by rendering their work more satisfying. The researcher found that the managers prefer challenging work, tension free life and freedom to do work but the workers prefer promotional benefits, good relation at work and good working environment.

Organ and Lingl (1995), in their study, “Personality, Satisfaction, and Organizational Citizenship Behaviour” argued that Conscientiousness should be related to job satisfaction because it represents a general work–involvement tendency and thus leads to a greater likelihood of obtaining satisfying work reward, both formal (pay and promotion) and informal (recognition, respect, feeling of personal accomplishment). Indirectly, the subjective well being literature also suggests a positive relationship between conscientiousness and job satisfaction. It is also found that the satisfied employees have a favorable evaluation of their job, based on their observations and emotional experiences.

Laura Eboli and Gabriella Mazzulla, (1997), “Service Quality Attributes Affecting Customer Satisfaction for Bus Transit” In this study tool for measuring customer satisfaction in public transport is proposed. Specifically, a structural equation model is formulated to explore the impact of the relationship between global customer satisfaction and service quality attributes. The public transport service analyzed is the bus service habitually used by University of Calabria students to reach the campus from the urban area of Cosenza (Southern Italy). To calibrate the model, some data collected in a survey
addressed to a sample of students were used. The proposed model can be useful both to transport agencies and planners to analyze the correlation between service quality attributes and identify the more convenient attributes for improving the supplied service.

Moore and Basker (1997), in their study, “Public Generally Negative Toward Business, But Most Workers Satisfied With There Job” strongly indicates that overall satisfaction ratings are inflated as that people typically report much lower satisfaction levels for specific aspect of the job. For instance, only 54 per cent of American workers believe that they are paid fairly, 46 per cent say their company promotes fairly and 41 per cent claim that senior management truly cares about them. Satisfaction with co-workers seems to be one of the few ratings that come close to overall job satisfaction.

Joshi and Sharma (1997), in their study on “Determinants of Managerial Job Satisfaction in a Private Organization” located in Gujarat, engaged in the manufacture of viscose filament yarn and its by-products. One hundred twenty four managers drawn from various departments and levels in a private sector organization participated in the study. The objectives of the study are (a) To ascertain the level of job satisfaction of managerial employees and (b) To identify the situational factors that influence the job satisfaction among this segment of the employee population. The findings indicated that all the 15 job and organization related variables are positively and significantly related to managerial job satisfaction which are scope for advancement, grievance handling, monetary benefits, participation, objective and rationality, recognition, appreciation, welfare facilities, support and warmth, communication, top
managerial commitments, resourcing and recruiting, career planning and performance appraisal. They suggested that only two variables i.e. Job content and Training are the best predictor of job satisfaction. The said two predictors of job satisfaction cater to the satisfaction of higher order needs called ego or esteem needs in the hierarchy model proposed by Maslow. They indicated the job content and training was the best predictors of job satisfaction. This study examined the role of job and organizational related factors on job satisfaction among the managerial employees.

Haribara Mahadevan and Amirtharajan (1997), analyzed on, "Job Satisfaction of Nationalized Bank Officers" and revealed that the factors which have close association with job satisfaction were age, education, qualification, and experience, salary, job security customer service, suggestion scheme, interpersonal relationship, department’s care, training effectiveness, officers’ association and recognition. It is also revealed that the factors which have no close association with job satisfaction were retirement benefits, loan facilities, and accommodation facilities; working hours transfer policy authority and power grievance handling procedures, work performance, job attitude and status in the security. Working hours, security transfer policies, promotion policies, authority and power, officers. Salary, retirements benefits, loan facilities, accommodation facilities, security, customer service, suggestion scheme, work performance, interpersonal relationship, training effectiveness are known as favorable factors for dissatisfied officers.
Naaz (1998), in his study on “Development of a Scale for the Measurement of Job Characteristics” investigated the four core job characteristics i.e autonomy, task identity, feedback and skill variety as a composite model based on the assumption that perceptions of these characteristics enhance employee motivation and performance. The objective of the study is to study the job characteristics in Indian context which necessitated the development of a standardized tool. The present job characteristics scale consists of 28 items. The validation techniques used were internal consistency and construct validity. The reliability coefficient reported exceeds the prescribed significant level. The preliminary form of the scale is thus a reliable and valid instrument for measuring job characteristics. The author feels confident that the present scale may motivate the researchers to explore the influence of job characteristics in the Indian setting. In this regard the scale assumes added significance.

Biwas (1998), in his study, “Life-style Stressors, Organizational Committeement, Job Involvement and Perceived Organizational Effectiveness Across Job Levels” examined the effects of six life style stressors, i.e., performance, threat, boredom, frustration, bereavement and physical, on organizational commitment job involvement and perceived organizational effectiveness across job levels (managers, supervisors, and workers). Data were collected from 160 employees belonging to nine different organizations located near Vadodara. To examine the relationship between the life-stressors, organizational commitment and job involvement, correlation coefficients were computed between these variables. Life style stressors, organizational commitment, job involvement an organizational effectiveness were positively correlated
with each other. All the life style stressors, except threat, were negatively correlated with organizational commitment. Job involvement had no significant correlation with any of the life-style stressors except physical stressors. Perceived organizational effectiveness was negatively related to performance stressors and frustration stressors. Thus the researcher suggested that performance, threat and frustration stressors are the significant predictors of organizational commitment, whereas none of the stressors predict job involvement. Perception of organizational effectiveness has a high positive correlation with organizational commitment and job involvement. Managers have significantly higher scores on organizational commitments and job involvement than supervisors and workers. Workers reported significantly higher performance stress than managers and supervisors.

Foote, P.J. and Stuart, D G (1998), “Customer Satisfaction Contrasts: Express Versus Local Bus Service In Chicago's North Corridor”. In this study results of customer satisfaction surveys conducted for five express and two local Chicago Transit Authority bus routes serving Chicago's North Corridor are presented. More than 4,000 surveys were returned from bus routes typically carrying more than 58,000 commuters. Survey respondents were asked to proceed through a list of 10 service quality attributes, first indicating how satisfied they were with that service aspect and second, rating the importance of that service feature to them. Both local and express bus riders were most satisfied with safety from crime and driver courtesy. They were both least satisfied with ability to find a seat and on-time performance at their stop. Four service features were also together rated highest in importance by both rider types: safety from crime, reach destination quickly, on time at stop and frequency of buses. By further matching
satisfaction against importance scores, the highest priority for ongoing bus service improvement in the North Corridor was assigned to better on-time performance and frequency of bus service. Customer satisfaction components of a customer loyalty index were also analyzed. On-board survey methodology conclusions regarding the ability of survey respondents to complete both importance and satisfaction components on both express and local bus routes with surveyor prompting are also presented.

Hosain and Islam (1999),\textsuperscript{37} designed a study with view to investigating \textit{“the Overall Quality of Working Life and Job Satisfaction, and Performance of the Government Hospital Nurses in Bangladesh.”} A total number of 63 nurses were selected from three government hospitals on a stratified random sampling basis. The results reveal that there was significant positive correlation between quality of working life and job satisfaction. A significant positive correlation was also found between quality of working life and performance and between job satisfaction and performance. Quality of working life had the highest contribution to performance. Perception of quality of working life and job satisfaction were significantly higher among the respondents in small organizations than enlarge organizations. Morning shift nurses perceived higher quality of working and job satisfaction than the night shift nurses. Night shift nurses were suffering from more problems than the nurses of other shifts.

Taromina (1999),\textsuperscript{38} conducted a study on \textit{“Predicting Employee Commitment and Satisfaction”}: to study the relative effects of socialization and demographics amongst 193 Chinese employees working in 38 organizations in Hong Kong. The relationship
between employees commitment and job satisfaction is identified to determine those variables by which satisfaction and commitment are affected. Work examining demographics variables in this context is exemplified. Hypotheses were established on the linkages between a number of organizational variables and employee’s job satisfaction and commitments. The methodology is described of research examining the relationship between job satisfaction and demographic and socialization variables. Higher linkages were found between job commitment and satisfaction, and the socialization variables as compared to the demographic variables.

**Hossain (2000),** desiged a study, “**Job Satisfaction of Commercial Bank Employees in Bangladesh. A Comparative Study of Private and Public Sectors**” with a view to investigating the satisfaction of commercial bank employees and its consequences on related issues. A total number of 440 commercial bank employees from both the private and the public sectors were randomly selected as sample for the study. The results revealed that the public sector bank employees were in better position in terms of their job satisfaction than the private sector bank employees and the executives were more satisfied than the non executives. Job satisfaction had significant positive correlation with performance but significant negative correlation with job stress and propensity to quit the job. Job satisfaction had the highest positive contribution to performance. Bank employees perceived their job as highly stressful irrespective of their rank and status in the organization. Banking employees in Bangladesh were highly dissatisfied with their salary, lack of fair promotional opportunity, low job status and absence of recognition for good work.
Pook, Pook and Fustos (2000)\textsuperscript{40} analyzed in their study, “Co-operation and Information Sharing Versus Job Satisfaction in some International Environments.” the issues of information sharing and co-operation related to job satisfaction, advancement in the workplace, satisfaction with rewards received and managerial willingness to help promote employees are addressed. Studies were conducted amongst private and state firms in Bolivia, Poland and Hungary. The results of these studies were presented and analyzed. They indicate important national differences concerning perceived country values and anomalies with respect to information sharing and co-operation. The implications for managers from foreign companies working in these countries are discussed.

Panduranga Rao and Rama Rao (2000)\textsuperscript{41} in their article entitled, “Factors Influencing the Transport Behavior of Man,” emphasized that geographic, environmental, social, cultural, economical, and psychological factors, and quality of service Viz., nature of vehicle, journey time, speed of the vehicle, disturbance, competition, comfort, terminal services, congestion and frequency of trips are influenced by the passengers’ perception in the travel behaviour. They have also suggested that various qualitative factors like time involvement in the journey, cost factor, frequency of the service, dependability of service, convenience and comforts in the travel will be carefully analysed by the users to make choice among available alternative modes. However, the authors did not empirically test the relationship between these factors and passengers’ satisfaction.
Sharma (2001), in his study, “Overtime Job Satisfaction of Employees in Public Sector” states overtime jobs is an additional financial resource to support the employees. The researcher has a keen desire to acquire a deep knowledge of overtime job satisfaction level of employed to know whether it is instrumental in catering to their financial needs and is a successful technique to boost their morale so as to get the work done. The researcher analyzed some issues which interrupting overtime job satisfaction. The researcher examined a set of 200 respondents employed in the Transport Corporation, employees in the telecommunication Department and employees in the Postal department in Himadchal Pradesh. The employees were not satisfied with overtime job for various factors. Factors like unjustified sanction of overtime hours, health and security effects, less attention to families and social activities and interrupting employment growth activities etc.. They do not satisfy them but they are performing overtime job to comply with the orders. They overtime rate is comparatively better than the normal rates of job. The researcher indicated that employment must be provided to the newcomers, particularly in Transportation where work is performed round the clock and in saving activities of the postal Department where the handling of some schemes like recurring deposits have acute shortage of staff due to which ledger posting, balance checking and other related work is performed on overtime basics with employees who mostly are not satisfied.

Somayajulu (2002), in his study on “Employee Satisfaction – A Mantra for Profitability in the Transport Tector” stressed for the nationalization of the passenger transport services to prevent the exploitations of the travelling public by inefficient and unscrupulous private operators. After decades of government control, passenger
transport services have again been opened up for private operators to unleash the benefits of competition. Several individual transport modes have also emerged supported by convenient credit facilities, offering stiff competition to public transport systems. The changing scenario has eroded the customer base of State Transport Undertakings (STUs) in the past few years. To retain and regain their customers, STUs have to develop effective human resources development practices to improve the morale and satisfaction of their employees, since evidence suggests strong links between employees satisfaction and profitability in several services sectors. These links are all stronger in a labour intensive passenger transport sector. The researcher explored the possibility of achieving profitability through passenger satisfaction, employee satisfaction, service quality and empowerment. The researcher analyzed that correlation exists between employees satisfaction and profitability. Suitable mechanism have been suggested in this study to enhance employee motivation, morale, satisfaction, and loyalty as these are the key elements of profitability in the transport sector.

P. A. Koushki, O. I. Al-Saleh and M. Al-Lumaia, (2002)⁴⁴ “On Management's Awareness of Transit Passenger Needs”. The research study is designed to examine and evaluate management awareness of transit passenger needs. Two structured questionnaires were developed, pretested and separately administered to determine the levels both of management awareness of passenger priorities, as well as passenger satisfaction with the current performance of the bus service. The bus transit system serving metropolitan Kuwait is considered as a case. A positive customer/management satisfaction cycle is presented. While nearly two-thirds of the sample passengers indicated that the Kuwait's bus transit system offered a ‘better’ level of service than that
of their home nations, they ranked levels of noise inside the bus, low travel speed and lack of air conditioning as the top three deficiencies of the existing bus service. Measured values of the equivalent noise level, the percentile levels, the traffic noise index, and the noise pollution level all reflected a very noisy environment inside transit buses.

The existence of a strong relationship between passengers' perceived annoyance and the actual measured noise levels inside buses was also quantified. In the view of management, bus cleanliness, bus maintenance and bus air conditioning were the top service deficiencies in need of improvement. The results of the test of difference between two proportions yielded statistically significant differences between the service improvement measures suggested by passengers and those recommended by management. It is argued that lack of compatibility between passenger needs and managements' perception of those needs could result in the misallocation of scarce resources as well as growing passenger dissatisfaction with transit services.

Saiyadain, Demebard and Murerwa (2004),\(^{45}\) conducted a study on “Demographic Variables and Job Satisfaction Among Mangolian Employees.” The study was conducted to examine the effect of age, gender, years of education and work experience on job satisfaction both across and amongst Mangolian and Ugandan employees. Data were collected from 120 Mangolian and 100 Ugandan employees. The Mangolian sample consisted of 56.7 per cent male and 43.3 per cent on female employees. They had an average age of 33.7 years with 6.4 years of work experience. The results show that Ugandan employees have higher score on job satisfaction as compared to Mangolian employees. Demographic differences did not interact with country concerned, some of
them were found to be significant. Mangolian employees of the age of 25 and below and Ugandan employees between 31-35 years of age were found to be more satisfied than the other age levels in their respective countries. Mangolian employees with 1-5 years of work experience and Ugandan employees with 6-10 years work experience were found to be more satisfied with their respective countries. Differences in gender, years of experience and education did not make any significant impact either across the countries or within the country. The trend analysis shows decreasing satisfactions with increasing age of employees in both the countries. However, there is quadratic relationship between age and job satisfaction with job satisfaction but not only for Mangolian employees. Work experience shows an inverse relationship with job satisfaction but only for Mangolian employees. Ugandan employees have higher score on job satisfaction as compared to Mangolian employees. Demographic differences did not interact with country differences.

Gurupreet Randhawa (2004), in his study, “Job Satisfaction and Work Performance: an Empirical Study” examined the relationship between job satisfaction and work performance. The required data were collected from 300 scientists. 150 scientists from National Dairy Research Institute and 150 from Agriculture Extension Center in Haryana. The scientists were surveyed by questionnaires. The sample was drawn by using the simple random sampling procedure. The results showed a highly significant correlation between the job satisfaction and work performance. This signifies that satisfied work force tends to be a better performer in organizations. Further, comparative analysis was also done so as to measure the significance of differences.
between the mean scores of two groups of scientists. Analysis of data revealed that the two groups of scientists do not differ significantly on the measure of job satisfaction and work performance. The results showed a highly significant correlation between job satisfaction and work performance.

Mishra and Wagh (2004), in the study, “A Comparative Study of Job Involvement Among Business Executives” illustrated how much relevant the concept of job involvement is in the functioning of today’s business organizations. They attempted to found out factors responsible for job involvement and compare different categories of executives (service oriented and production oriented; public sector and private sector executives) on job involvement dimension. Data were collected from 100 executives working in reputed public and private sector organization through a standardized questionnaire. Result of the study show different categories of executives differ on job involvement dimensions. They observed that factors like rewards, work culture and environment, challenging job, delegation of authority and responsibility are found to be potential factors followed by other factors like the job knowledge, recognition, motivation, result oriented job and creative job etc.. On the other hand the factors, which are found to be responsible for job dis-involvemnet, are negative feedback, job security, lack of rearwards, non-professional work culture and environment, lack of challenges, lack of delegation and empowerment and lack of motivations.

Sekher (2004), made an attempt in his study, “Alienation, Satisfaction and Commitment Among Industrial Employees: A Study” to explore the relationship
between work alienation, job satisfaction and organizational commitment among 259 workers, supervisors and executives from the public and private sector undertakings. The main objectives of the study were to assess the degree of work alienation, levels of job satisfaction and organizational commitment and to find out relationship among work alienation, satisfaction and organizational commitment. Four public sector undertakings and four private sector undertakings from the twin cities of Hyderabad and Seunderabad were approached and their permission taken to conduct the study. Results revealed that, with regard to alienation, employees from public sector undertaking were found to be experiencing more than their counterparts in private sector undertakings. Coming to job satisfaction, the employees from private sector undertaking are more satisfied with their job than the public sector counterparts. With regard to organizational commitment, the employees from the public sector undertakings are more committed to their organizations than their counterparts in private sector undertaking. Firstly work alienation and job satisfaction yielded a moderate, negative and significant correlation which indicates that as work alienation increases, job satisfaction decreases in the organizations. Secondly, the coefficient of correlation between alienation and commitment also revealed that it is negative and statistically significant indicating that as the alienation increases the organizational commitment decreases. Interestingly the job satisfaction and the commitment yielded a positive and significant correlation indicating that as the satisfaction increases commitment also increase positively. Thus, there is significant negative correlation between work alienation and job satisfaction. Work alienation and organizational commitment. It is positive between job satisfaction and organizational commitment.