INTRODUCTION

Developing countries like India cannot afford to neglect the problem of the people who contribute to its economic growth. Men work to satisfy their needs, and the extent of need satisfaction or need frustration is reflected in their behaviour. So the study of human behaviour is very essential in every industrial activity. This can be achieved through scientific job satisfaction studies. Job satisfaction is one of the important factors, which has drawn attention of managers in the organization as well as academicians. Job satisfaction is the mental feeling of favourableness, which an individual has about his job.

The success of any organization depends on the effective utilization and motivation of its human resources. The handling of human resources is a delicate problem, which includes psychological, physiological, environmental and social factors. Job satisfaction is an integral part of the organizational climate and it is a unique factor in the employer–employee relationship. It is basically a matter of needs and desires, feelings or expectations and is related to the various aspects of employee’s behaviour, which has a bearing on any promising organization.

Job satisfaction is an individual's attitude towards the job or it is an individual's reaction to the job itself. It is in regard to one's feelings or state-of-mind regarding the nature of their work. Job satisfaction is also a positive emotional state which a person gets fulfilled of his needs and aspirations. Job satisfaction may be general or specific. Many factors influence job satisfaction of employees. First and the most
important determinant is supervision and style of leadership. Employee oriented leadership style enhances a greater amount of job satisfaction. On the other hand production oriented leader may cause low job satisfaction. Job content factors like achievement, responsibility, recognition, advancement, the quality of one's relationship with their supervisor, the quality of the physical environment in which they work and degree of fulfillment in their work lead to job satisfaction.

Job satisfaction is a complex phenomenon. It is related to various factors like personal nature, social atmosphere, cultural impact, environmental and financial conditions. The nature of the job is also an important factor in deciding the level of job satisfaction of employees. Thus, Job satisfaction is the long-term prospect of employment in an organization, which creates a sense of involvement and commitment to the job among employees.

Job satisfaction plays a vital role in the life of a man, because it affects positively on the personal and social adjustment of the individual. On the contrary, job dissatisfaction adversely affects on the physical and mental health of the individual. A highly satisfied employee need not necessarily be a profound performer. However, an employee, who is dissatisfied, can cause irreparable damage to the organizational effectiveness. Performance management system should be based on ideological underpinnings and a holistic context by strengthening the linkages among the key components such as performance planning, performance execution, performance appraisal, recognition and reward, and performance improvement on a continuous basis.
Job satisfaction is favourable or unfavourable with which an employee views his work. It expresses the amount of agreement between one’s expectations of the job. Job satisfaction is a part of life satisfaction, and it results in a set of complex circumstances, which arise due to surrounding environment. The satisfied employee will be a productive employee. Job satisfaction must be maintained over the years. To achieve high productivity and to reduce employee turnover and absenteeism, the employees should be motivated and satisfied. The way of achieving success in any organization is by promoting job satisfaction of the employees.

In a service industry like Transport, the importance of job satisfaction need not be emphasized. The major input in the industry is human resources. Since job satisfaction is like a backbone to an employee, finding out the possibilities by which the employees may be satisfied assumes greater importance.

Normally job satisfaction leads to higher performance or productivity. Peter Lawer, an expert in human relations has rightly pointed out that productivity leads to better job satisfaction because performance attracts reward and reward results in job satisfaction. The most realistic approach under system concept is that both job satisfaction and performance are correlated and influence each other. These two have circular relationship. Performance or productivity leads to reward and satisfaction, which then pushed the workers to more efforts because of high-perceived expectancy and it further leads to higher performance, which leads to satisfaction in a circular relationship. Thus, job satisfaction leads to better performance if effective leadership is provided.
It is opt to quote “Job satisfaction is the amount of pleasure or contentment associated with a job. If you like your job intensely, you will experience high job satisfaction. If you dislike your job intensely, you will experience job dissatisfaction”.¹

**Effects of Job Satisfaction**

Job satisfaction has a variety of effects. These effects may be seen in the context of an individual’s physical and mental health, productivity, absenteeism and turnover. The degree of job satisfaction affects an individual’s physical and mental health. Lawler, the great psychologist, has pointed that drug abuse, alcoholism and mental and physical health result from psychologically harmful jobs.

Job dissatisfaction leads to various problems. Some of these are absenteeism, labour turnover and negative publicity. Absenteeism is inversely related to the level of job satisfaction. Job dissatisfaction produces a lack of will to work and forces the employee to go away from work as far as possible. It is also found that dissatisfied worker quits the job over time and seeks satisfaction elsewhere.

The study of job satisfaction helps to know their preference and problems of the employees. Five factors which mainly influence the job satisfaction of employees are work environment, supervision, pay, promotion and fair rewards and relationship with co-workers. If these five factors are high, Job satisfaction is high in all organizations. If these five factors are very low, Job satisfaction is also low. Therefore, in this chapter, an attempt is made by the researcher to study the level of job satisfaction of employees in the State Transport Corporation in the study area.
Transport

Transport plays a crucial role in the economic development of a nation and the social and cultural life of its people. If agriculture and industry are regarded as the body and the bones of the India economy, transport and communication constitute its nerves which help the mobilization and migration of men and materials. It is held that immobility perpetuates poverty while mobility is an essential ingredient of progress. Provisions for a continuous and uninterrupted mobility of persons and materials are a basic necessity of the society. In the complex process of modern economic development, transportation plays a special role in achieving various national goals, such as getting land into production, marketing of agricultural commodities, making forests and naturals wealth accessible for developing industry, expanding trade, planning and executing health and education programs and above all exchanging ideas. It is a well-established truth that development of a country is largely conditioned by the adequacy, efficiency, regularity, safety and punctuality of the transport system.

Transport provides a vital link between production centers, distribution areas and the ultimate consumers. Thus, it creates place utility for the products. The transport system helps to broaden the market for goods and by doing so, it makes possible large-scale production through division of labour. The more extensive and continuous the production in any branch of activity, the greater will be the need for transport facilities. It is essential for the movement of raw material, fuel, machinery etc., to the places of production. Transport development helps to open up remote regions and resources for production. Regions may have abundant agricultural, forest and mineral resources but they cannot be developed if they continue to be remote and
inaccessible. By linking the backward regions with the relatively more advanced, transport development helps in the better and fuller utilization of resources. The expansion of transport facilities, in turn, helps industrialization directly. Expansion of transport is thus of fundamental importance for a developing country like India. It can never but be emphasized that the base, the bedrock and backbone of a country’s development lies in its efficient transport organization. Transport also creates a feeling of oneness among the people with a spirit of progress, thereby able to overcome their apathy and isolation.

In the words of an economist, Jeremy Bentham: “Roads are the veins and arteries of a country through which channels every improvement circulates”. It is interesting to quote here the observation made by a famous author regarding the general significance of roads in the modern world, “The road is one of the great fundamental institutions of mankind. Its history dates back to the dawn of recorded history and beyond. It develops with man’s advance; it retrogrades with the breakdowns of a social order. A people without roads would be a people without intercourse with outside world, without the attributes of civilization. Man – the road builder, thus, cannot be separated from man – the builder of civilization”.²

**Indian Scenario**

The modern means of transport have not only broken all the boundaries of time and distance but also the monopolies of areas and have saved the people from exploitation. There are five principal modes of transportation in India, i.e., rail, road, air, ocean and inland water transport. Rail and road transport systems dominate but other forms of transport are also important within their specialized areas considering
the size of the country and its geographical features. In road transport, the bus transport is the primary mode which provides effective link to each and every part of the country.

The Indian road network is one of the largest in the world. As far as India is concerned, for the purpose of efficient management of the transport sector, roads are divided into National Highways, State highways and Roads under the purview of the local administration such as Municipal Corporations, Town Panchayats and Village Panchayats. Under this management, the responsibility for the development and maintenance of the National Highways rests with the Central Governments; all the other roads are the responsibility of the respective State Government. India has more than 3 million kilometer of road network, making it one of the largest road networks in the world. National Highways which are the prime arterial route, spans about 57,737 Kms throughout the country and cater to about 45 per cent of the total road transport demands.

The economic development of a country and the advancement of civilization depend, inter alia, on the road transport system. The importance of the road transport system came to be realized only in the recent years. In India, for this purpose, the Central Government passed the Road Transport Corporation Act in 1948, empowering State Governments to undertake the organizations of Road Transport Services. This Act was subsequently replaced by Revised Act of 1950.³
Since Independence, most State Governments have nationalized the bus transport system either completely or partially. Taking all States together, nationalized bus service now account for about 40 per cent. The State Governments are constantly attempting to nationalize more and more road rules. There are currently 60 STUs with a total fleet of over 3.5 lakhs buses (at the end of March 2011).

Tamil Nadu Scenario

The State Transport Undertakings (STUs) in Tamil Nadu endeavour to link the cities, towns and villages through transport facilities and to provide necessary bus services to people all over the state. The nationalization of passenger road transport service in Tamil Nadu commenced with the takeover of all routes in Madras city in 1948. In Tamil Nadu, the State Transport Undertakings were formed under the Indian Companies Act of 1956 with 100 percent shareholding by the Government of Tamil Nadu.

Following the nationalisation policy, all the routes exceeding 120 miles were nationalized and introduced with buses operated exclusively by the Government. In 1971 the Tamil Nadu Fleet Operators Stage Carriages (Acquisition)Act was enacted by which all the routes, buses, workshops and the staff of the five fleet operators owning 50 permits and above were acquired and transferred to three STUs namely, Pandian Roadways Corporation, Cheran Transport Corporation and Cholan Roadways Corporation. After that, the extent of nationalization of passenger bus service has increased by 15 per cent between the period 1978 and 1988.
The number of transport corporations in Tamil Nadu had gone up to 21 as on 31.01.2000 through the progressive nationalization and bifurcation of the large units and establishment of new corporations. Again during the year 2006, for administrative reasons, these 21 Corporations were amalgamated into 8 and renamed.\textsuperscript{4}

At present there are 8 STUs functioning under the administrative control of the transport department. These undertakings with a fleet strength of 21,169 buses provide one of the largest network of bus services in the country. Operational schedules comprise 3,140 metropolitan services in Chennai city, 6,595 town buses in districts, 8,007 mofussil services, 521 ghat section services and 904 services in express routes - 545 routes inside the State and 359 routes both in and outside the State of Tamil Nadu. Daily they perform bus services over 87.59 lakh kms carrying 208.36 lakh passengers. Although about 70 per cent of the services operated by the STUs are uneconomical, not generating sufficient income to meet the full cost, they are still maintained in order to cater to the increasing public demand for bus facility.

In Tamil Nadu, private bus operators with profit motive, are not willing to ply their services in substandard roads and sparsely populated rural areas due to economic unviability. Though ignored by private bus operators, most of the villages in Tamil Nadu enjoy the bus transport facilities offered by the STUs. All STUs in Tamil Nadu provide transport facilities to the villages with a population of 1,500 and above and at present they have started to render services to the villages even with a population of 1,000 and above. In addition to regular services, special services for fairs and
festivals are also provided by these Undertakings. The STUs in Tamil Nadu provide 24 hours - round the clock service to almost all parts of the State.5

**TNSTC Kumbakonam**

The present study relates to Tamil Nadu State Transport Corporation, Kumbakonam. This Corporation came into existence on 1st March, 1972 with its headquarters at Kumbakonam. The objective of the Corporation is to provide efficient, economical and coordinated transport facility to the public in the jurisdiction of Thanjavur, Nagapattinam and Thiruvarur Districts. Presently the Corporation is operating with a fleet strength of 1,246 buses in these districts.

According to 2011 Census Report, 71 per cent of the people in the districts covered under the operational jurisdiction of Kumbakonam are living in rural areas. They are mainly engaged in agriculture and other allied activities and others living in urban and semi urban areas are engaged in industries like sugar, textiles, cement, handicrafts, dairy, flour etc., in addition to agriculture and weaving. Usually the people living in the rural areas travel to towns for employment, education, medical treatment, pilgrimage and shopping purposes.

The large magnitude of transport needs of rural people in Kumbakonam Division I are met by the Tamil Nadu State Transport Corporation (TNSTC). About five lakh rural passengers per day are benefited in Kumbakonam by this transportation. In the study area, the TNSTC is the only bus operator, which is operating about 80 per cent of town buses to cater to the needs of the rural public even
though it is uneconomical. Therefore, the researcher is interested to study transport services offered by TNSTC Kumbakonam.

**Importance of the Study**

The word “Transport” has been derived from the Latin word Transportare. ‘Trans’ means across and ‘Portare’ means to carry. From this, it is obvious that the word transport refers to the carrying of goods or persons from one place to another.

History to a large extent has belittled the role of transport in the development of modern society and the transport has played a key role in the advancement of civilization. Transport virtually constitutes the nervous system, not only of an economy but also mobilization and migration of public. Indian planners gave high priority to the development of transport, for in their opinion “an efficient and well developed system of transport and communications is vital to the success of a plan of economic development which lays stress on rapid industrialization”. Accordingly, the allocation on the transport sector was quite high during the first three plans, viz, between 25 and 28 per cent. The allocations in the next successive Plans on the transport sector declined gradually.

Transport is concerned with the movement of men and material for some specific purpose. It is the single powerful factor on which the economic, social and political activities of a nation depend. Without transport, the functional differentiation of areas into the various specialized types of land uses would be difficult. Transport has evidently brought the whole world in the mainstream of the functional life of people. Transport development is responsible for the concentration of man power but
the growth of population in most of the cases has been responsible for the development of a transport network. The growth of transportation is dictated by the growth of population and employment which has accelerated the expansion of transport network.

The inland transportation map of India comprises roadways, railways, waterways, and air ways. Road ways include all those land routes which are wide enough to be used by vehicular traffic. Roadways carry more than 95 per cent of the domestic passenger by vehicular traffic. Road transport is a basic and fundamental necessity of mankind. It can function in an exceptionally flexible and diversified manner. Road transport is by far one of the most important modes of transport to carry the bulk of passengers.

The need for transportation stems from the interaction among social and economic activities dispersed in space. The diversity of these activities and the complexity of their patterns of interaction result in numerous determinants of transportation needs. The reasons people need to travel are endless; they range from the indispensable quest for food and shelter to the voluntary exercise of mobility for its own recreational value. Transportation planning provides a framework for estimating the needs for transportation and for forecasting the volumes of traffic that will use transportation facilities. Thus forecasting is essential for the design of transportation facilities and for the evaluation of their economic feasibility.

Rail and road transport system dominate but other forms of transport are also important within their specialized areas considering the size of the country and its geographical features. The transport sector has recorded a substantial growth since
the introduction of economic planning in 1950-51. Railways have recorded a growth of 3 per cent per annum in freight originating tonnage, though the growth in route length was indeed low. The road network has expanded at an annual rate of 5 per cent while road transport fleet has increased by 7 per cent per annum in respect of goods vehicles. About 70 per cent of the Indian villages have been connected by a network of rural roads and over 40 per cent of our villages are served by all weather roads. Shipping tonnage has increased by an impressive 11 per cent while coastal shipping could register only a meager rise of 1.4 per cent. Domestic airlines passenger traffic has risen smartly by 10.5 per cent per annum. The traffic handled by major ports has increased from 19 million tonnes to 271 tonnes between 1951 and 2010, at an annual rate of over 5 per cent. The growth of the transport sector in general is indeed quite impressive and it reflects the enormous outlay allocated to the development of the transport system during the planning period. Thus the present study becomes inevitable as it aims at the assess the level of job satisfaction of the transport employees which in turn will result in better transport services to the general public.

**Statement of the Problem**

India has registered an astonishing progress in the area coverage of bus transport owing to State Transport Undertakings. It is fair to note that the STUs had extended their services to every region having metal or pukka roads, to the maximum extent. The social benefit that the STUs have produced in this regard, is of high order and it cannot be disputed that this factor needs to be looked into with due weightage when studying the performance of STUs. However, the maxim of social benefit cannot gain support forever for the STUs, which are deplorably poor in performance
taking profitability as the index of efficiency. There is a big hue and cry for privatization of public undertakings all over the world on the pleas that they are wasted scarce resources due to operational inefficiency.

The rural passengers need to go to the nearby towns for various purposes. At present, the transport services in rural areas do not meet all the requirements of the passengers up to the expected level due to many reasons. The passengers face a number of problems caused by Corporation, crew, co-passengers and general public in connection with their traveling. The problems of the passengers with regard to Corporation are inadequate services, poor condition of buses and undue waiting time at bus stops. Ultimately these problems dissatisfy the rural passengers very much. Many times the rural passengers have to face a belated or no bus arrival. Similarly the Corporation has to encounter a lot of problems in running rural services. The rural road conditions are not as good as towns. Moreover, plying of services in sparsely populated rural areas results in low efficiency and uneconomical return to the Corporation. Generally, private transport operators do not come forward to operate buses in rural areas due to these reasons. However, being a part of the welfare Government, the STUs have to extend its services to rural areas without considering economic viability.

Another problem is that most of the State Road Transport Corporations are running in heavy losses. The major causes of these losses are: absence of a cost based fare structure and lack of timely adjustment of fares in response to changes in input prices, operation of uneconomic routes for social reasons etc., Inefficiency in operations is also an important contributory factor. This is due to constraints of
financial resources, organizational inadequacies, procedural delays, shortage of essential materials, etc.

Transportation is a service oriented industry as it provides a variety of services to the public. The efficient transport system fulfils the social and economic needs and also plays a vital role in the overall development of the country. The success of transportation depends on their employees and their satisfaction. It is merely an imbalance between the employee’s expectation from the job and what gets from the job.

Job satisfaction is concerned with the personal as well as organizational factors that are likely to influence the job. Satisfied workers may be high producers or low producers or only average producers. The satisfaction is quite complex, being influenced by many intervening variables such as rewards that an employee receives. Therefore, the need to evaluate the level of job satisfaction of employees of TNSTC Ltd Kumbakonam Region and to identify the reasons for their job satisfaction or dissatisfaction was felt by the researcher and hence the present study has been undertaken. The researcher intends to probe into various variables associated with job satisfaction in order to find out which variable influences job satisfaction the most, with respect to the employees of TNSTC Ltd., Kumbakonam Region. Thus, the study on Job Satisfaction is an attempt to understand the feelings of the transport employees in Kumbakonam Region towards their jobs and work environment and a powerful diagnostic instrument for assessing the problems faced by the workers.
Objectives of the Study

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

1. To study the general performance of TNSTC Ltd., Kumbakonam Region in general and human relations aspect in particular.

2. To measure the overall job satisfaction of employees in TNSTC Ltd., Kumbakonam Region.

3. To examine the organizational climate of the study unit and the factors influencing job satisfaction.

4. To compare the extent of job satisfaction between the cadres of employees.

5. To suggest appropriate measures to improve the level of overall job satisfaction among the employees in the TNSTC Ltd., Kumbakonam Region and to make it an Employee - Friendly organization.
Methodology

The study is descriptive in nature. Survey method was adopted to carry out the objectives of the study. Being a field study the present study involves data collection under actual environmental condition. So, both primary and secondary data were used in the study.

Data Collection: Secondary data were collected from a wide spectrum of sources such as related books, relevant magazines, published and unpublished sources and Government reports. Websites of various transport organisations were also of great use in the collection of secondary data. The primary data were collected from the employees of the TNSTC Ltd., Kumbakonam Region by conducting a sample survey using structured, pre-tested interview schedule, adopting stratified proportionate random sampling model.

Data Collection Tools: A well structured interview schedule was administered in this study to elicit information from the sample employees selected from the TNSTC Ltd., Kumbakonam Region. The interview schedule was pre-tested with fifty respondents and based on the results obtained, it was slightly modified.

Construction of Scales: The objective of the study is to measure the level of job satisfaction of the employees. The scale consisting of 10 variables of satisfaction namely nature of job, working condition, training and development, monetary benefits, scope for advancement, safety and security, timing of work and leave, welfare measures, relationship with colleagues and union, and grievance redress was constructed. Each variable is further subdivided into some components. Likert Model’s five point rating scale is used to construct the scale.
Scoring and Measurement of Variables: The response from the respondents was elicited on a Likert’s five point response category, namely Strongly Agree, Agree, No Opinion, Disagree, Strongly Disagree and they were allotted scores 5,4,3,2 and 1 respectively. The total of the scores obtained by the respondent of the component under each variable is divided by the maximum score of the component multiplied by hundred. It constitutes the total job satisfaction index for each employee respondent for that component. The total of the scores awarded for all the components under the 10 heads constitutes the total job satisfaction score of each employee respondent.

Population of the Study: The population of the study constitutes the total number of employees of different cadres in TNSTC Ltd., Kumbakonam Region.

Sources of Data: Apart from administrative Head office at Kumbakonam, there are 21 branches in TNSTC Kumbakonam Region, which are grouped under five units namely Kumbakonam, Thanjavur, Tiruvarur, Mayiladuthurai and Nagapattinam. All these five units along with the head office were taken up for the study but among the 21 branches, only 19 branches which come under the revenue jurisdiction of the Cauvery Delta Districts namely Thanjavur, Tiruvarur and Nagapattinam were considered for the selection of sample employees. The other two branches namely Chidambaram and Karaikkal which come under Cuddalore and Karaikkal revenue districts were left out of the study limit to avoid demographical differences.

Samples from Employees: On the basis of status hierarchy, the employees of the TNSTC Ltd., Kumbakonam Region are broadly classified into three categories namely Managerial cadre, Supervisor cadre and Workers group. From employees working in the head office and in the other 19 branches of the TNSTC Ltd.,
Kumbakonam region selected for the study 500 samples were selected at random. Out of 500 employees selected, 40 were managerial cadre, 80 were supervisory cadre and 380 were workers cadre.

**Samples Selection**

The details of branches of TNSTC Ltd., Kumbakonam Region, number of employees working in these branches and samples selected from each branch are given in Table 1.1

**Table 1.1**

**Samples Selection**

<table>
<thead>
<tr>
<th>SI.NO.</th>
<th>Branches</th>
<th>Total No. of Employees</th>
<th>Total No.of Respondents</th>
<th>Sample %</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Kumbakonam Mofussil</td>
<td>215</td>
<td>43</td>
<td>8.60</td>
</tr>
<tr>
<td>2</td>
<td>Kumbakonam Town I</td>
<td>195</td>
<td>39</td>
<td>7.80</td>
</tr>
<tr>
<td>3</td>
<td>Kumbakonam Town II</td>
<td>195</td>
<td>39</td>
<td>7.80</td>
</tr>
<tr>
<td>4</td>
<td>Nannilam</td>
<td>165</td>
<td>33</td>
<td>6.60</td>
</tr>
<tr>
<td>5</td>
<td>Thanjavur Mofussil</td>
<td>160</td>
<td>32</td>
<td>6.40</td>
</tr>
<tr>
<td>6</td>
<td>Thanjavur Town I</td>
<td>145</td>
<td>29</td>
<td>5.80</td>
</tr>
<tr>
<td>7</td>
<td>Thanjavur Town II</td>
<td>90</td>
<td>18</td>
<td>3.60</td>
</tr>
<tr>
<td>8</td>
<td>Trichy</td>
<td>135</td>
<td>27</td>
<td>5.40</td>
</tr>
<tr>
<td>9</td>
<td>Tiruvarur</td>
<td>110</td>
<td>22</td>
<td>4.40</td>
</tr>
<tr>
<td>10</td>
<td>Pattukottai</td>
<td>150</td>
<td>30</td>
<td>6.00</td>
</tr>
<tr>
<td>11</td>
<td>Mannargudi</td>
<td>90</td>
<td>18</td>
<td>3.60</td>
</tr>
<tr>
<td>12</td>
<td>Peravoorani</td>
<td>115</td>
<td>23</td>
<td>4.60</td>
</tr>
<tr>
<td>13</td>
<td>Mayiladuthurai Moussil</td>
<td>115</td>
<td>23</td>
<td>4.60</td>
</tr>
<tr>
<td>14</td>
<td>Mayiladuthurai Town</td>
<td>165</td>
<td>33</td>
<td>6.60</td>
</tr>
<tr>
<td>15</td>
<td>Sirkali</td>
<td>75</td>
<td>15</td>
<td>3.00</td>
</tr>
<tr>
<td>16</td>
<td>Poraiyar</td>
<td>90</td>
<td>18</td>
<td>3.60</td>
</tr>
<tr>
<td>17</td>
<td>Nagapattinam</td>
<td>85</td>
<td>17</td>
<td>3.40</td>
</tr>
<tr>
<td>18</td>
<td>Thiruthuraipoondi</td>
<td>115</td>
<td>23</td>
<td>4.60</td>
</tr>
<tr>
<td>19</td>
<td>Vetharaniyam</td>
<td>90</td>
<td>18</td>
<td>3.60</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>2500</td>
<td>500</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Records of the TNSTC Ltd, Kumbakonam
Table 1.1 reveals that there are 2500 employees working in 19 branches selected for the study. Out of which 500 samples were selected proportionately i.e., 20 per cent from each branch. Equal importance is given to all the three cadres namely Managerial, Supervisory and Workers.

**Analysis and Interpretation of Data:** The data thus collected were classified, tabulated, analysed and interpreted with the help of relevant statistical tools making use of Statistical Package for Social sciences (SPSS). For analyzing and evaluating the data and to establish the meaningful interrelationship among variables, several mathematical, statistical and economic tools were used. To explore the performance, percentage analysis, index numbers, arithmetic means, coefficient of variations, correlations analysis, multiple regression analysis, analysis of variance, path analysis, factor analysis, trend analysis were used in this study. For quick understanding of the reality, graphs and charts were also used at the appropriate situations.

**Hypotheses Used in the Study:** Hypotheses were framed to assess the level of job satisfaction of the employees of the study unit. The hypotheses were tested with the help of suitable Statistical techniques like Students ‘t’-test, Chi-square test, F-test and F-test-ANOVA, etc., Based on the objectives of the study two major hypothesis have been framed for each factor of job satisfaction and are tested with relevant statistical tools. They are:

There is no significant difference in the opinion about level of satisfaction on each factor influencing job satisfaction among different cadres of the employees.

There is no significant difference in the opinion about level of satisfaction on each factor influencing job satisfaction among different Experience groups of employees.
Utility of the Study: The results of the study would be very useful to the employees as it aims at finding ways for improving their job satisfaction. The findings of the study would also be useful to the Government as it paves way for the efficiency in the execution of bus transport services which in turn will decrease the cost of operation of such services. It would also help the State and Central Governments in framing an appropriate Transport Policy and in fixing the bus fares.

Limitations of the Study

Keeping in view the limitations of an individual researcher, the study has been confined to the TNSTC Kumbakonam Region only. The other are kept out of the purview of the study because of its peculiar nature. No elaborate comparison is attempted between the study unit and other Corporations of the state for want of time.

Even though private operators are also plying bus services in the study area, the researcher has restricted the focus of the study on TNSTC only because it is a fully Government owned Corporation established to ensure better service to the general public despite several limitations and majority of the transport workers in the study area are employed in it. Factors, motivators, environment etc., may not to be the same for the Corporation as a whole.

The results of the study cannot be generalized and applied in respect to other areas of the state or the country due to demographical factors as the overall job variables.
Report Structure

The report of the research is presented in Six chapters. The First Chapter titled, ‘Introduction’ brings out the background, significance, need and the design for the study. Apart from these, it describes the objectives, methodology, tools of analysis, scope, limitations and report structure of the study.

The second chapter, ‘Review of Literature’ deals with the concepts and reviews the available literature. The past studies relating to the current problem were identified and reviewed and a brief description on how the present study differs in its approach is explained in this chapter.

The organization structure, human relations and physical performance of the study unit, TNSTC Kumbakonam Region were described in the third chapter, “The Profile and Performance of TNSTC Kumbakonam”.

The organizational climate, the problems of the employees and the factors influencing their level of job satisfaction and the problems in their job were identified with the help of the opinion survey and the results of the survey were recorded in the fourth chapter, “Organizational Climate and the Problems of the Employees

The fifth chapter, “Job Satisfaction in TNSTC Ltd., Kumbakonam - An Evaluation”, brings out the analysis and interpretation of data collected through survey conducted among the employees of the TNSTC Kumbakonam Region.

The final chapter, ‘Conclusion’ summarises the findings of the study and offers suitable suggestions to overcome the problems encountered by both the Corporation and the employees by creating more congenial organizational climate.