CHAPTER VI

CONCLUSION

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.

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”.

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 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.
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.

The present study relates to Tamil Nadu State Transport Corporation, Kumbakonam. This Corporation came into existence on 1st March, 1972 with its head quarters 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. 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. Presently the Corporation is operating with a fleet strength of 1,246 buses in these districts.

The large magnitude of transport needs of rural people in Kumbakonam 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.

At present, the transport Corporations do not meet all the requirements of their employees up to the expected level due to many reasons. The employees face a number of problems caused by Corporation, passengers and general public in connection with their job. The problems of the employees with regard to Corporation are inadequate monetary benefits, poor condition of buses, over work time and excessive work load etc., Ultimately these problems dissatisfy the employees very much. Similarly the Corporation has to encounter a lot of problems in running rural services with those dissatisfied employees. 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. So, they are not in a position to fulfill the demands and requirements of their employees.

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.,

Job Satisfaction is the employee’s fulfillment response. It is a judgment that a job itself, provides a pleasurable level of perception related fulfillment. In less technical terms, satisfaction is the employees’s evaluation of a job in terms of whether that job has met their needs and expectations. Failure to meet needs and expectations is assumed to result in dissatisfaction with the job. Therefore, it becomes necessary to find answer to the question whether the Corporation satisfies the employees or not. Having understood the importance of road transport and the role of STUs in the present economic scenario and the need to fulfill the requirements of the employees, the present study has been undertaken by the researcher with the objective of identifying the deficiencies if any, in the HR system in Kumbakonam Region and assessing the level of satisfaction of the Consumers. In order to make the study intensive and purposeful, it has been confined to TNSTC Kumbakonam only.

The study is Descriptive in nature. Survey method was adopted to carry out the objectives of the study. Both primary and secondary data were used in the study. Secondary data were collected from a wide spectrum of sources particularly from records and reports of TNSTC. Primary data were collected from the employees of the
TNSTC, Kumbakonam Region in selected sample by conducting sample surveys using structured, pre-tested interview schedule adopting proportionate random sampling models. The population of the study constitutes the total number of employees in TNSTC, Kumbakonam Region. The employee population is definite one.

There are 21 branches in TNSTC Kumbakonam, which are grouped under five units namely Kumbakonam, Thanjavur, Tiruvarur, Mayiladuthurai and Nagapattinam. All these five units 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 taken up for the study. 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.

Out of 21 depots 19 depots in the technical side and one head office in the administrative side which is included in this study are situated in Kumbakonam.

From the 19 depots in the technical side and one head officer in the administrative side, employees are selected in a stepwise random procedure, taking a proportionate level of employees. Thus totally 500 employees are chosen throughout Kumbakonam. On the basis of status hierarchy, the transport employees are broadly classified into three categories: Managerial cadre, Supervisor cadre and Workers cadre. Out of 500 employees surveyed 40 are managerial cadre, 80 are supervisory cadre and 380 are workers cadre.
The objective of the study is to measure the level of job satisfaction of the employees. For the present research, a scale on job satisfaction was needed which could measure the job satisfaction of employees, in TNSTC. There are a number of scales for job satisfaction. Job satisfaction is a value loaded term and refers to positive emotional state. The scale consists of 10 variable 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. Each variable is further subdivided into some components. Likert Model is used to construct the scale. The scale was finalized with the five point rating scale.

The response from the respondents was elicited on a Likert’s five point response category, viz Strongly agree, Agree, No opinion. Disagree, Strongly disagree and they were scored 5,4,3,2 and 1 respectively. The total of the scores obtained by the respondent of the component under each variable is to divided by the maximum score of the component multiplied by hundred 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.

The study has the objective of ascertaining the job satisfaction of employees of TNSTC Ltd., Kumbakonam. The data collected have been analyzed by applying appropriate statistical tools. For this purpose the following techniques Percentage
Analysis, Chi-Square Test, Analysis of Variance (ANOVA), Correlation, Multiple Regression, Stepwise Multiple Regression, Path Analysis, Factor Analysis and Trend Analysis have been used.

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).

Several hypotheses were used in the study and tested with the help of suitable Statistical techniques. The report of the research is presented in six chapters. The results of the study are presented in this chapter and suitable suggestions are also offered to achieve the objective of the TNSTC that to provide efficient, economical and coordinated transport facility to the general public by fulfilling the demands and requirements of their employees in order to improve their level of job satisfaction.

**Findings of the Study**

The researcher observed the following results in his attempt to analyse the job satisfaction of employees in Kumbakonam.

**Findings as to Demographic Factors**

**Male - Female Ratio**: Male employees constitute 97.40 per cent. Only 2.6 per cent of the employees were female. Neither the managerial staff nor the workers are male. The bus conductors, drivers and mechanical staff are all male, only a few female employees are working in the administrative offices. So, the male - female ratio is very high in the study unit.
Marital status: Among the 500 respondents, 496 were married and only 4 were unmarried. The sample size constitutes 99.2 per cent of married employees and only 0.8 per cent of unmarried employees. The employees of the TNSTC are recruited through employment exchange based on the seniority in registration. Therefore, only seniors those who attained the age of 30 or more have got recruited, who were naturally married.

Age group: As much as 91.4 per cent of the employees are in the age group of 35-55. Only 6.4 per cent are at the verge of retirement. Only a minimum of 2.2 per cent of the employees are in the age group of less than 35 years. The mean age of the sample is 47.24.

Educational qualification: Majority of the respondents are less educated people as they are 59.6 per cent in the sample. Only 2 per cent are with Post Graduate qualifications. They are in the managerial cadre. The remaining 38.4 per cent are diploma and degree holders, which is the minimum educational qualification required for their job.

Experience: Among 500 respondents, only 6 per cent of them were with a minimum of 5 years of experience. As much as 85.8 per cent of the respondents were in the experience group of 15-30 years and the remaining 8.2 per cent of them were with an experience of above 30 years. So, it can be understood that majority of the respondents belong to the experience group of 15-30 years. The average years of experience of the sample is 23. It indicates that the Corporation has experienced personnel.

Emoluments: Among 500 respondents, around one-fourth of them draw a salary of less than Rs.15000 per month. 70 per cent of them were in the pay bond of Rs.15001-25000 and only the remaining 3.6 per cent were drawing a salary of above Rs.25000 per month.
It is inferred that the majority of the respondents belong to the income group of 15001 – 20000. So, it can be concluded that even all the employees in the managerial cadre were not drawing a salary of Rs.30000 and above. The mean salary of the employees is Rs. 16790.50

**Cadre levels:** Among the 500 respondents, 40 were from Managerial cadre which constitute only 8 per cent of the total sample. 80 respondents belong to Supervisor cadre which constitute 16 per cent of the total respondents and the remaining 380 were in the Workers cadre, which constitute the maximum of 76 per cent of respondents. It is inferred that the majority of the respondents were in the cadre of workers.

**Nature of job:** As much as 55 percent of the employees were of the opinion that they were not agree with the fact the nature of their job prevalent at TNSTC Kumbakonam region was conducive and only 38.4 percent of them were contrary to it. The workers cadre were more positive in their opinion as their mean score is 57 percent compared to 54 percent and 50 percent respectively in the case of other cadres. The overall weighted average score is 55.6 percent. So it can be inferred that the nature of the job prevalent at the TNSTC was conducive.

**Working conditions:** As much as 79.2 percent of the employees did not agree with the fact that the working conditions were satisfactory. Only 17.6 percent were satisfied with it. In this regard there is consensus of opinion among all the cadres.

**Training and development:** Majority of the respondents were disagree with the fact that the training and development policy adopted in the TNSTC Kumbakonam was satisfactory. The mean score is high in the workers cadre (2.71). Adequate training is
given to workers especially drivers and conductors who are in large number in the Corporation. So their opinion is positive. The weighted average score is 53 percent.

**Monetary benefits:** 47.2 percent of the respondents were not satisfied with the monetary benefits extended to them and almost equal number of respondents namely 46.6 percent of them were satisfied with it. Among the three cadres of employees, workers were the more satisfied group compared to others. The workers were given with bonus and other monetary benefits. So they were satisfied with it. Therefore, their mean score (61 percent) is more than the overall weighted average score of 60 percent.

**Scope for advancement:** Majority of the respondents (53.8 percent) did not agree with the fact that there is reasonable scope for advancement in their job. Only 29.6 percent were agreed to it. Workers cadre have chance for advancement as they can became supervisors and ticket checkers. Similarly Assistant managers have promotional opportunities. But in the case of supervisory cadre, there is no such opportunity, So their mean score is less (52 per cent) compared to others( 59 per cent and 55 per cent). The weighted average mean score is 55 percent. Hence it can be inferred that the employees were not agree with the fact that there is scope for advancement in their jobs.

**Safety and security measures:** As much as 54 percent of the respondents did not agree with the statement that the safety and security measures provided in the Corporation were satisfactory. Only 44 percent of them were opined that they were satisfied with the prevailing safety and security measures.
Timings of work and leave: It can be understood that majority of the respondents (57.8 percent) were of the opinion that they were satisfied with the timings of work and leave. Only 32 percent of them were against it. The workers’ cadre were the least satisfied group as their mean score is only 64 per cent against the overall weighted average score percentage is 65. Managerial cadre and supervisory cadre have scored 67 per cent and 68 per cent respectively which is above the overall weighted average score. Thus it can be inferred that the timings of work and leave prescribed by the Corporation is satisfactory.

Welfare measures: As much as 55.6 percent of the respondents did not agree with the statements that the welfare measures provided in the Corporation were satisfactory and only 39.4 percent were agree with it. The Managerial cadre respondents were the least satisfied group as their mean score in only 54 percent which is below the weighted Average Mean of 56 percent. The level of satisfaction over welfare measures is more than the weighted average score of 56 percent for supervisory cadre employees. Thus it can be concluded that the working conditions provided by the Corporation is satisfactory as majority of the respondents were satisfied with it.

Relationship with their colleagues and trade unions: As much as 74.1 percent of the respondents either agree or strongly agree with the statements that the relationship with their colleagues and their trade unions have enhanced their level satisfaction over their job in the Corporation. Only 22.8 percent of them disagreed it. The respondents from workers were the least satisfied group as their mean score is only 62 percent which is less than the weighted average score of 63.7 percent. Thus, it can be concluded that the employees in the Corporation were satisfied with the relationship that exists among employees and between employees and union.
**Grievance and redressal mechanism:** As much as 58 percent of the employees were of the opinion that the grievance and redressal mechanism adopted in the Corporation is not satisfactory to them and only 37.6 percent of them were satisfy with it. As the mean score of workers (53 percent) is the least compared to other cadres, they were the worst affected group. The weighted average score is 56 percent. The mean score for managerial and supervisory cadre (60 percent) respondents were higher than the weighted average score, where as it was lesser than that of the supervisory cadre and workers. Thus, it can be concluded that the grievance and redressal mechanism adopted in the Corporation is not satisfactory.

**Problems of the managerial cadre:** It can be understood that all the respondents in the Managerial cadre were posed to some problems. Resistance from the subordinates because of their trade union support is a main problem for the managerial cadre. Even though the employees who come under supervisory and workers cadre were attached to different trade unions, still they resist uniformly. So, it is the major problem for the managerial people. The managerial cadre people have to work without time bounds. So, they ranked it as their second major problem. Restricted financial power to meet out expenses, inadequate man power to carry out works as per time schedule and insubordination due to political and other reasons were the other major problems encountered by the managerial cadre people.

**Problems of the supervisory cadre:** It can be understood that no supervisory cadre employee is free from problems related to their jobs. Work time is the major problem for these people. These people have to work both day and night under shift system. So, they feel it is the major problem for them. Due to inadequate man power, these people have
been asked to work more, which causes job dissatisfaction among them. Overcrowd in the buses is the third major problem for the supervisory cadre especially ticket checkers. Insubordination due to trade union and political support, poor road conditions and poor communication as they opined were the other problems they encounter while discharging their duties.

**Problems of the workers cadre:** It can be understood that poor maintenance of buses, overcrowd in the buses, over workload and overtime were the top four problems enlisted by the worker cadre employees of the Corporation. Even problems in monetary benefits like poor daily allowance were not given importance. The other problems were very important which need the immediate attention of the Corporation.

**Findings as to Level of Job Satisfaction**

**Level of satisfaction on the nature of job:** It was found that 27 per cent of the employees in the Managerial Cadre, 15 per cent of the employees in the Supervisory Cadre and 11 per cent of the employees in the working cadre expressed high level satisfaction on the nature of job they generally perform. The overall opinion is that as much as 76 percent of the respondents irrespective of their cadre expressed only medium level of job satisfaction over the nature of their job. Another 13 percent expressed high and 11 percent expressed low level of satisfaction with regard to the nature of their job. So, it can be inferred that the nature of job in the Corporation is moderately satisfactory to all these cadres of employees.
Well experienced employees in the Corporation were highly satisfied with the nature of their job compared to less experienced people. Their level of satisfaction increases along with the increase in the years of their experience. The overall opinion of the employees reveals that 11 percent of the employees expressed low level of satisfaction, 76 percent expressed moderate level of satisfaction and 13 percent of them have expressed high level of satisfaction. Thus, the level of satisfaction on nature of job is low for employees with less than 30 years of experience where as it is high for employees with more than 30 years of experience. The majority of the employees irrespective of their experience have expressed only moderate level of satisfaction on the nature of their job.

**Level of satisfaction on working conditions:** It was found that 14 percent of the employees were less satisfied, 75 percent of them were moderately satisfied and 11 percent of them were highly satisfied with the working conditions in which they were working. Managerial cadre employees were more in the highly satisfied group (17 percent) where as workers cadre employees were more in the less satisfied group. The overall opinion is as much as 75 percent of the employees irrespective of their cadre were moderately satisfied with the working condition that exist at their work spot.

Well experienced employees were highly satisfied with the working conditions as 18 percent of the employees with 30 years of experience were highly satisfied with working condition compared to 13 percent of them with low level of satisfaction. In the less experienced group only 7 percent were with high level of satisfaction and only 11
percent were with low level of satisfaction. Thus, the overall opinion of the employees irrespective of their length of experience about working condition describes only moderate level of satisfaction as 69 to 82 percent of the employees were in support of it.

**Level of satisfaction on training and development:** The employees in the managerial cadre were more (27 percent) in high level satisfaction group followed by supervisory cadre (15 percent) and workers cadre (12 percent). The overall opinion of the employees irrespective of their cadre about training and development facilities offered by the Corporation describes moderate level of satisfaction as 75 percent of them were in support of it. Thus it can be concluded that the training and development opportunities available to the employees in the Corporation is moderately satisfactory.

Less experienced employees were highly satisfied with the training and development opportunities compared to well experienced employees as 15 percent of the employees with an experience up to 15 years were highly satisfied. Only 12 percent of the employees with 30 years of experience were highly satisfied with training and development opportunities. Thus, the overall opinion is that as much as 74 percent of the employees, irrespective of their length of experience, were moderately satisfied with training and development programmes. So it can be concluded that the training and development opportunities are moderately satisfactory to the employees.
**Level of satisfaction on monetary benefits:** It can be understood that employees in the managerial cadre and supervisory cadre were highly satisfied with monetary benefits compared to employees in the workers cadre who were less satisfied with it. As much as 90 percent of the managerial cadre employees and 58 percent of the supervisory cadre employees were highly satisfied with monetary benefits but only 6 percent of the employees in the workers cadre were highly satisfied with it. Majority of the employees in the workers cadre were moderately satisfied with monetary benefits. Employees in the workers cadre were more in the less satisfied group (15 percent) compared to supervisory cadre (1 percent) and managerial cadre (0 percent). Thus, the managerial and supervisory cadre employees were highly satisfied with monetary benefits whereas employees in the worker cadre were less satisfied with it.

It was found that experienced employees were highly satisfied with monetary benefits offered to them compared to less experienced employees with less than 30 years of experience. The satisfactory level increases with the length of experience. 31 percent of the employees with more than 30 years of experience were highly satisfied with the monetary benefits whereas it was only 12 percent and 15 percent respectively in the case of employees with an experience of 15 years and above. Thus, the overall opinion is that as much as 71 percent of the employees irrespective of their experience were moderately satisfied with the monetary benefits offered to them.
Level of satisfaction on scope for advancement: The overall opinion of the respondents irrespective of the cadres about level of satisfaction on scope for advancement in the Corporation is at moderate level only as 69 percent of them were in support of it. Thus, employees in the managerial and supervisory cadre were highly satisfied with the scope for advancement offers available in the Corporation compared to employees in the workers cadre.

It was found that 28 percent of the employees with an experience of more than 30 years, 17 percent of them with less than 15 years and 15 percent with an experience of more than 15 years but less than 30 years were highly satisfied with the scope for advancement in their job. Similarly 18 per cent of the employees with an experience of more than 30 years, 14 per cent with an experience of more than 15 years but less than 30 years and 12 per cent of them less than 15 years were less satisfied with the scope for advance in their job. The overall opinion about the level of satisfaction of employees irrespective of their length of experience over the scope for advancement in their job is moderate only.

Level of satisfaction on safety and security provisions: As much as 95 percent of the employees in the managerial cadre and 59 percent of the employees in the supervisory cadre expressed high level of satisfaction on safety and security provisions offered to their job, whereas 25 percent of the employees in the workers cadre expressed low level of satisfaction to it. Thus, the overall opinion of the employees irrespective of their cadres about safety and security of their job is only moderate.
32 percent of employees with an experience of above 30 years, 20 percent of the employees with an experience of above 15 years but less than 30 years and 16 percent of them with an experience of less than 15 years have expressed high level satisfaction on safety and security measures offered by the Corporation. Similarly 21 percent of the employees with an experience with an less than 15 years and more than 30 years, 30 percent of them with experience of less than 30 years and 17 percent employees with an experience of 15 years have expressed low level satisfaction. There is no difference between the number of employees who expressed low and high level satisfaction in the experience groups of less than 15 years and more than 15 years but less than 30 years. The difference is wide in the case of experienced employees. Thus, the overall opinion of the employees irrespective of their length of service regarding the level of satisfaction on safety and security measures offered by the Corporation is moderate.

**Level of satisfaction on timings of their work and leave facilities:** 19 percent of the employees in the supervisory cadre, 15 percent in the workers cadre and only 5 percent in the managerial cadre expressed high level satisfaction on timings of their work and leave facilities offered to them. Contrarily 38 percent of the employees in the managerial cadre, 15 percent of them in the workers cadre and only 10 percent of the supervisory cadre expressed low level of satisfaction. There is no difference in the number of employees who expressed low and high level of satisfaction in each case in the workers cadre whereas there is wide difference in other cadres. Thus, the overall opinion of the employees (69 percent) irrespective of their cadre about timings of their work and leave is moderately satisfactory.
18 percent of the employees with an experience of less than 15 years, 16 percent of the employees with an experience of above 30 years and 14 percent of the employees with an experience of between 16-30 years have expressed high level satisfaction on the timings of their work and leave. Contrary to it, 18 percent of them with an experience of more than 30 years and 16 percent each of the employees with an experience of less than 15 years and between 16 -30 years have expressed low level satisfaction. Thus, the overall opinion of the employees (69 percent) irrespective of their length of experience about the timings of work and leave is moderately satisfactory.

**Level of satisfaction on welfare measures:** As much as 95 percent of employees in the managerial cadre, 9 percent of them in the supervisory cadre and 8 percent of them in the workers cadre were of the opinion that they were highly satisfied with the welfare measures provided to them by the Corporation. Only 12 percent of the employees in the workers cadre, 11 percent of them in the supervisory cadre and none in the managerial cadre expressed low level satisfaction. The overall opinion of the employees irrespective of their cadres about level of satisfaction on welfare measures is only moderate as 74.5 percent of them opined in support of it.

24 percent of the employees with above 30 years experience, 14 percent of them with more than 15 years but less than 30 years of experience and only 9 percent with an experience less than 15 years have expressed high level satisfaction on welfare measures extended to them. 12 percent of the less experienced employees and 10 percent of the experienced employees have expressed low level of satisfaction. Thus, the overall
opinion of the employees (74 percent) irrespective of their length of experience about level of satisfaction on welfare measures is at moderate level only.

**Level of satisfaction on their relationship with their colleagues and union:** 20 percent of employees in the supervisory cadre and 18 percent of them in the workers cadre were of highly satisfied over the relationship with their colleagues and their unions. Whereas 14 percent of the employees in the supervisory cadre and 12 percent of the employees in the managerial cadre, 11 percent of the employees in the workers cadre were less satisfied with it. Employees in the workers cadre were more satisfied compared to managerial cadre in regard to their relationship with their colleagues and union. Thus, the overall opinion of the employees irrespective of their cadres about their level of satisfaction on their relationship with their colleagues and union is only at moderate level.

20 percent of the employees with an experience of above 15 years but less than 30 years, 18 percent of them with an experience of above 30 years and only 8 percent of them with less than 15 years of experience expressed high level satisfaction on their relationship with their colleagues and union. Contrarily, 14 percent of the employees with an experience of more than 15 years but less than 30 years, 12 percent of them with less than 15 years of experience and 11 of them with more than 30 years of experience were of the opinion that they were less satisfied over their relationship with their colleagues and their unions. Thus, the overall opinion of the employees (71 percent) irrespective of their length of service about their level of satisfaction on their relationship with their colleagues and union is at moderate level only.
**Level of satisfaction on grievance and redressal procedures:** As much as 97 percent of employees in the managerial cadre, 10 percent of them in the supervisory cadre and only 4 percent of them in the workers cadre have expressed high level satisfaction on grievance and redressal procedure followed in the Corporation. Contrarily, 20 percent of the employees in the workers cadre and 14 percent of the employees in the supervisory cadre have expressed low level satisfaction to it. Thus, the overall opinion of the employees irrespective of their length of service about their level of satisfaction on grievance and redressal procedures is moderate level only as 70 percent of them were in support of it.

25 percent of employees with above 30 years experience, 12 percent of them with an experience of above 15 years but less than 30 years and only 9 percent of them with less than 15 years of experience have expressed high level satisfaction on grievance and redressal procedures followed in the Corporation. In contrast to it, 36 percent of the employees with an experience of upto 30 years and 12 of them with more than 30 years of experience were of the opinion that they were less satisfied with their grievance and redressal procedures. Thus, the overall opinion of the employees irrespective of their length of service about their level of satisfaction on their grievance and redressal procedures is infavour of moderate level of satisfaction only as 70 percent of them were in support of it.
**Level of satisfaction on overall index:** As much as 97 percent of employees in the managerial cadre, 29 percent of them in the supervisory cadre and only 2 percent of them in the workers cadre have expressed high level satisfaction on Overall Index. Contrarily, 14 percent of the employees in the workers cadre and 1 percent of the employees in the supervisory cadre have expressed low level satisfaction to it. Thus, the overall opinion of the employees irrespective of their cadre about their level of satisfaction on Overall index is at moderate level only as 76 percent of them were in support of it.

25 percent of employees with above 30 years experience, 13 percent of them with an experience of above 15 years but less than 30 years and only 6 percent of them with less than 15 years of experience years have expressed high level satisfaction on Overall index. In contrast to it,. 12 percent of the employees with an experience of more than 15 years but less than 30 years. 7 percent of them with less than 15 years of experience and 9 percent of them with more than 30 years of experience were of the opinion that they were less satisfied with Overall Index . Thus, the overall opinion of the employees irrespective of their length of service about their level of satisfaction on Overall Index is in favour of moderate level of satisfaction only as 76 percent of them were in support of it.
Findings from Chi-square Test

It is proved that the difference in the opinion about Nature of Job among different Job cadre groups is significant.

It is proved that the difference in the opinion about Nature of Job is not significant among different Experience groups of employees.

It is proved that the difference in the opinion about Working Conditions is not significant among different Job cadre groups of employees.

It is proved that the difference in the opinion about working condition is not significant among different Experience groups of employees.

It is proved that the difference in the opinion about training and development is not significant among different Job cadre groups of employees.

It is proved that the difference in the opinion about training and development is not significant among different Experience groups of employees.

It is proved that the difference in the opinion about Monetary benefits is significant among different Job cadre groups of employees.

It is proved that the difference in the opinion about Monetary Benefits is significant among different Experience groups of the employees.

It is proved that the difference in the opinion about Scope for advancement is significant among different Job cadre groups of employees.
It is proved that the difference in the opinion about Scope for advancement is not significant among different Experience groups of employees.

It is proved that the difference in the opinion about Safety and Security is significant among different Job cadre groups of employees.

It is proved that the difference in the opinion about Safety and Security is not significant among different Experience groups of employees.

It is proved that the difference in the opinion about Timings of work and leave is significant among different Job cadre groups of employees.

It is proved that the difference in the opinion about Timings of work and leave is not significant among different Experience groups of employees.

It is proved that the difference in the opinion about Welfare measures between different Job cadre groups is significant among different Job cadre groups of employees.

It is proved that the difference in the opinion about Welfare measures is not significant among different experience groups of employees.

It is proved that the difference in the opinion about relationship with colleagues and Trade Union is not significant among different Job cadre groups of employees.

It is proved that the difference in the opinion about relationship with colleagues and Trade Union is not significant among different experience groups of employees.

It is proved that the difference in the opinion about Grievance and redressal is significant among different Job cadre groups of employees.
It is proved that the difference in the opinion about Grievance and redressal mechanism is significant among different Experience groups of employees.

**SUGGESTIONS**

It was found that the employees in the study unit were not fully satisfied with the job in the TNSTC Kumbakonam. The Corporation is striving hard in fulfilling its objectives of providing efficient, economical and coordinated transport facilities to the general public in the study area. But it has not fulfilled the job requirements of its employees as they pointed out. It is not difficult to design a suitable mechanism to improve the level of job satisfaction of the employees which would be “Employee–Friendly”. The researcher advocates the following suggestions to design such a suitable mechanism for improving the level of job satisfaction of the employees in TNSTC Kumbakonam.

**Suggestions for Re-engineering the Recruitment Policy**

Overtime work and excessive work load are the major problems of the employees in the Corporation. Man power should be increased for reducing the excessive work load. The corporation should take steps to fill up the vacancies for divers and conductors. The recruitment policy of the corporation may be amended in such a way to fill in the vacancies as and when required.

The study revealed that in the Corporation, the employees in the workers cadre were dissatisfied with recruitment and selection practices of the Corporation. Therefore, the Corporation instead of following the hire and fire policy should have systematic
recruitment and selection policy for employing best qualified persons. It facilitates to retain the most promising of those hired, to offer promising opportunities for life time working careers and to provide facilities and opportunities for personal growth on the job.

The recruitment and selection policy of the Corporation should be flexible enough to meet the changing needs of the Corporation. The recruitment and selection policy of the Corporation should integrate organizational needs of employees.

The recruitment and selection policy of the Corporation should provide each employee with freedom and opportunity to utilize and develop knowledge and skill to the maximum possible extent. Further, the Corporation will have to carefully plan their recruitment in terms of entry qualification, methodology of recruitment, etc.

The standard of recruitment including methodology and content of testing for drivers and conductors has to be revised. For this purpose, a Committee of experts including road transport officers can design the content of testing, methodology for conducting such test and also review the existing arrangements.

The Corporation should carry out detailed and structured manpower planning exercise every year for a time spectrum of 5 years, linking it with strategic and business plans. Corporations have to take steps to institutionalize manpower planning, with the help of outside expert advice, if required, and subject it to review every year by the proposed Steering Committee of the Board on Human Resource.
**Suggestion for Re-engineering Training Programme**

The Corporation must pay due attention on Training, Selection, Compensation and employee participation for policy development for growth and development of the Corporation.

The Corporation should make computer skills to be mandatory for both officer and clerical cadres to improve performance of the employees.

E-learning and other alternate delivery channels for learning should be extensively used for training and learning.

Linkage between training and operations should be improved by proper training, need analysis and evaluation of effectiveness of training. Focus should be given to understand world class practices and changing requirements of passengers.

Training centers should introduce and initiate newer training programs in conformity with the changed scenario and demand from the customers.

Owing to the changing environment, human resource department should care for appropriate response in equipping people who have to perform in the new environment.

The Corporation should fill up existing skill gaps at middle level and higher level employees through skill enhancement programs and the Corporation should keep employees skills updated to match present day requirements and to enhance productivity. In the Corporation, training should also be provided for retaining the existing manpower to cope with the changes and challenges of future. The Corporation should maintain the optimum ratio of direct recruitment quota in clerical and officer cadres and the
Corporation should conduct HRD audit in vital areas like training, compensation, recruitment and promotion.

The Corporation should effectively identify the critical areas where training is to be given on a priority basis and to provide appropriate opportunities to employees particularly to drivers and conductors for their own betterment. The Corporation should conduct refresher courses periodically to its employees particularly to drivers and conductors to enable them to learn new technological changes and its impact on their work. The Corporation should make the employee handle new vehicles and methods change for the technological progress of the transport industry.

The training programme of the Corporation must be related to the needs and problems of the trainees as well as to their abilities and aptitudes. Training and development of the employees should be linked to rewards like pay raise, promotion and praise. This link motivates the employee to learn and apply the acquired knowledge and skill. Rewards would quickly follow the desired behaviour and performance. Trainees should be encouraged to participate, discuss and discover the desirable patterns of behaviour.

**Suggestions for Re-engineering Promotion Policies**

This high time for the management of the corporation to revise the promotion policy, which is the root cause for dissatisfaction among the workers especially drivers and conductors. If promotion to next cadre is not possible at least monetary benefits of the next cadre be provided to them.
The promotion policy of the Corporation should clearly indicate the basis of promotion. Due weightage should be given to seniority, merit and future potential of an employee. Clear cut norms and criteria should be laid down for judging length of service, merit and potential. The assessment and reporting system should be objective.

The Corporation should establish a suitable system of follow-up, counseling and review. The progress of the promoted employee should be monitored to ensure that all is going on well. Counseling and guidance should be provided to the employees who were rejected for promotion. Alternatives like upgradation may also be provided for deserving candidates.

There is an urgent need to bring down the waiting period in each cadre. The Corporation should introduce suitable fast track promotion policies for skilled employees.

Eligibility criteria in the matter of minimum length of service in a particular Scale should be suitably reduced for fast track promotions to talented employees – as a motivational and retention tool besides for creating leadership pipeline.

**Suggestions for Re-engineering Transfer Policy**

The Corporation should have a just and impartial transfer policy for employees. Such a policy would help them to avoid an adhoc and arbitrary approach to transfers. Every transfer involves some cost. Therefore transfers should not be made frequently or without justified reasons. Instead of deciding each case separately, a policy should be formulated to govern all types of employee transfers. This will ensure uniformity of treatment and avoid transfers for petty reasons.
The transfer policy of the Corporation should clearly specify the types of transfers and the circumstances under which transfers are made. This should be clearly known to all the employees in the organization. In the Corporation, the transfer should, as far as possible, be made in consultation with the employee. Alternatively the transfer should be made known to the employee much in advance.

Necessary steps may be initiated to form a consortium among all Corporation for movement of surplus staff in the clerical cadre from staff surplus Corporations to staff deficient Corporation so as minimize workload of the employees and to strike a balance and maintain establishment expenses at optimum level.

The Corporation should make the employees aware of the reasons which would be considered for personal transfers and their order of priority. Similarly, the Corporation should consider the personal factors of the employee such as family situation, children’s education, and health of the employees and their dependents before transfers are made.

**Suggestions for Re-engineering Performance Appraisal**

The Corporation should develop performance based reward system to improve the level of job satisfaction of the employees. Performance linked reward system will weed out excessive manpower and attract fresh talent.

The incentive scheme should aim at performance differentiation and reward the pivotal employees. This is with a view to retain employees in critical areas and build future leadership pipeline. For retaining the talent, the Corporation have to pay market rates for all the employees with incentives like performance bonus and stock options.
In the Corporation, the objectives and uses of performance appraisal should be made clear and specific. The objectives should be relevant, timely and open. The appraisal system should be fair so that it is beneficial to both the individual employee and the Corporation. The system should be adequately and appropriately linked with other subsystems of human resource management.

The Corporation should develop a well defined performance appraisal factors and criteria. These factors as well as the appraisal form, procedures and technique should be standardized. It would help them to ensure uniformity and comparison of ratings. Employees should be made fully aware of performance standards and should be involved in setting the standards.

The Corporation should arrange post appraisal interviews with its employees. It is necessary to supply feedback, to know the difficulties under which the employees work and to identify their training needs. The rater should adopt a problem solving approach in the interview and should provide counseling for improving performance.

All cadres of employees including workers cadre need to be covered by performance management system. The performance management system should be a credible, transparent and interactive system. Online performance management systems should be introduced. Discipline of performance management systems should be enforced by the management. Appraising authorities should be accountable for proper and timely assessment.

In general psychological climate in the Corporation should be improved and efforts should be initiated to make it conducive to the development of employees.
Besides, there is an urgent need for restructuring the various personnel policies in the Corporation. Sound personnel policies that show high concern for employees and emphasis equity and objectivity in appraisals would go a long way in creating a better HRD Climate in the Corporation.

**Suggestions for improving Grievance and Redressal System**

The present system grievance redressal is not satisfactory. So steps may be taken to modify them in order to satisfy the aggrieved parties effectively. The grievance procedure of the Corporation must be acceptable to all and should, therefore be developed with mutual consultation among management, employees and the trade union. In order to be generally acceptable, the procedure must ensure a sense of fair play and justice to employees, reasonable exercise of authority to managers and reasonable participation to the union.

The grievance procedure system of the Corporation must facilitate speedy redressal of grievances. As far as possible the grievance should be settled at the lowest level. There can be only one appeal. Time limit should be prescribed and rigidly enforced at each level and different types of grievances should be referred to appropriate authorities. A provision for appeal against the management’s decision and its review should be made in the Corporation. This is necessary to satisfy employees who accuse management of being biased.

The compensation policy of the Corporation can be a good motivator if pay increases are linked with merit. But annual increments should partly be linked to seniority
or year of service. In the Corporation, pay structure should be reviewed and revised periodically in conformity with the changing needs.

The management of the Corporation should give training to supervisors and union representatives in grievance handling. This would help to ensure effective working of the grievance procedure. The working of the grievance procedure system should be reviewed at periodical intervals. Necessary improvements should be made to make the procedures more effective.

The Corporation should introduce 360° feedbacks as the leadership development, succession management are grooming tool for all the employees. The Corporation should revisit and review all internal settlements that affect mobility, flexible utilization of staff, productivity, performance and customer service. Further, the Corporation management should accord priority treatment to the issues of productivity and performance acceleration while dealing with IR issues.

**Suggestions to Overcome the Problems of the Workers Cadres Employees**

The Corporation should not insist diesel conservation blindly without taking into consideration the road condition, engine condition and load condition.

The over crowd in the buses should be avoided. The Corporation shall take steps to increase the number of buses during peak hours. The stops in which the buses are to be stopped shall be regulated by the authorities concerned to avoid unnecessary problems with the passengers.
The management of the corporation shall ensure proper maintenance of buses. There must be thorough checking on it.

Electronic system should be introduced to issue tickets. This will reduce the work of the conductors considerably. Adequate amount of change should be given to the conductors in advance in order to avoid coin crisis in the buses. The ticket rates may be rounded off in such way to help both the conductors and the passengers.

**Suggestions to improve the Job Satisfaction of the Drivers and Conductors**

In order to improve the level of job satisfaction of the drivers and conductors, at their working place namely in the buses and about their nature of job the following suggestions are offered:

The Corporation shall pay due attention to clean the buses and water service them regularly and properly. The rate fixed for cleaning buses may be increased so as to attract the cleaners who are doing the work on contract basis.

The road conditions in the rural areas are poor. In order to achieve fuel efficiency, the weight of the bus has to be reduced considerably. So, there must be comfortable seating arrangements in all the buses to make the travel a smooth one. The Corporation shall see that the seats in the buses are well designed, suitably sized and adequately cushioned to suit all the categories of passengers especially old people.

The Corporation shall instruct the body building units to design the body of the buses with adequate ventilation facility. Air coolers may be fitted in the buses to improve airflow inside the buses.
If standing is allowed in mofussil buses then care should be taken by the Corporation to reduce the number of seats and provide adequate space for standing passengers. The capacity of the buses shall be legally be permitted to accommodate standing passengers. No excess capacity over and above the permitted level be allowed at any cost.

The Corporation shall take steps to use flexible rexin windows especially in the plains as glass windows are highly inconvenient for the passengers. They improve the air inflow in to the bus. So, the sideways moving windows may be replaced by upward or downward moving windows.

The Corporation shall take steps to provide luggage carriers inside the buses so as to provide separate place for hand luggage and to make the journey comfortable.

The Government shall take steps to eradicate food board travelling which is illegal. There are court orders not to operate buses without doors, but still buses are operated without doors. If doors are fixed, there is no room for foot board travelling. Moreover, the frequency of buses may be increased adequately to control overcrowd in the buses.

The Corporation shall take steps to avoid undue waiting time of the passengers at the bus stops. The crew members may be instructed to be time conscious and to drive the buses smoothly at a consistent speed.

The Corporation shall see that no one night or early morning service be cancelled. Whatever be the reason, the scheduled trips should not be cancelled particularly during nights especially in single route services.
The Corporation shall take effective steps to control the breakdown of buses. Proper maintenance of the buses can control break downs. So, there must be a regular and constant check on the maintenance work done. Stepney wheels, jacky, rope, spanner and all other necessary things are to be provided in each and every bus to avoid break down due to tyre puncture.

Instead of following scheduled time trips, **Zero Base Budgeting Technique** be used to increase the frequency where demand for services are more and where there is no competition from private bus service provides.

The Government shall take steps to ensure spare bus services during regular vehicles are kept away from their routes. Permits be granted only to these operators, who are capable of operating spare bus services without cancelling trips.

The Corporation shall take steps to organize passengers meet frequently and counseling be given to passengers to behave gently with the crew members and also with co-passengers. No one be allowed to disturb others while travelling.

The Government shall see that safety provisions are ensured in the buses especially in the Corporation buses where such facilities are not provided. The orders of the court to fix doors should be implemented immediately in all the buses to avoid foot board travelling and accidents. Similarly emergency exit be provided in all the buses immediately.

Speed control devices be fixed in all the buses. The Government should strictly implement the orders already passed in this regard. A record should be maintained to
monitor the speed of the buses and punishment against default drivers be imposed to control over speed.

The Corporation shall take steps to discard over-aged buses. There should be no noise pollution inside the bus as it will affect the health condition of the passengers.

Existing orders of the Transport Department may be amended in such a way not to wait at the bus stands till their scheduled time when the permitted capacity is filled up. These buses may be permitted to leave the bus stands even before the scheduled time if it is fully loaded.

The Government shall take steps to ensure uninterrupted bus service even in uneconomic routes and in some cases, even in uneconomic trips. Penalty should be imposed to the operators if there is any deficiency. Extension of routes shall be given without limiting the length of the existing service.

It is the duty of the Government to ensure adequate transport services during festival seasons. The requirement of bus services shall be determined well in advance. These services can be effectively operated by adopting ‘Zero Base Budget Technique’ as there is no private competition and there is no time schedule during festival seasons.

The Corporation shall take steps to increase the fleet service during peak hours. No buses are allowed to stand idle in the depots when there is need for extra services during peak hours. Similarly care should be taken not to cancel the late night and early morning trips.
To minimize revenue losses, it is suggested that the inauguration of bus services in new routes be done only after considering the economic viability criteria by estimating the volume of traffic demand through traffic surveys in the beneficiary villages. Linking remote area with feeder services and trunk roads by plying mini buses frequently may fulfill the transport demand of the commuters. Instead of sticking on to the scheduled times, the operation of the buses be budgeted on zero base, wherever there is no competition from private operators.

It is also suggested that the problems of the passengers such as undue waiting time, not stopping buses at scheduled places, failure to pick up privileged passengers, overcrowding etc., can be solved to a greater extent by proper planning and effective supervision.

Poor courtesy of the crew members creates bad image for the Corporation. Conducting frequent training programmes, seminars, and workshops for crew members on fuel consumption, accidents, breakdowns, and also in human relations will improve the quality of services and cordial relationship between the crew and the passengers.

The Corporation may think about diversification of business in the lines of currier service, parcel service along with regular bus service to improve its revenue as these lines are highly potential.

The Corporation shall take steps to allow the sites both inside and outside the buses suitable for advertising to the advertising agencies. This will definitely gear up the non operating revenues of the Corporation.
The checking inspectors shall be instructed not to stop buses and check tickets instead they may carry out checking in the travelling bus itself. It will avoid waste of time and dissatisfaction of the passengers.

**Suggestions in General**

The present supervisory system is not satisfactory one. The workers are often subject to dual subordination. Hence steps may be taken by the corporation to modify it by removing the deficiencies and defects. It should be ensured that there should be no dual subordination at any time. The trade unions are functioning satisfactorily. Yet, steps may be taken to prevent outside leadership and political interferences in the trade union activities.

Salary is the prime determinant of job satisfaction. Therefore the salary of the drivers and conductors need revision. The corporation has to take steps for revising the pay scales of the workers to improve their satisfaction level. Instead of giving awards for diesel savings and accident free driving monetary benefits be ensured for the same. This will improve the satisfaction level of the drivers.

Career management system of the Corporation should make employees aware about availability of various career streams. It is necessary to the employees who perform well because this will send right signals and boost morale of the work force.

Unless the drivers and conductors feel that their jobs are secured they cannot work effectively. So the Corporation shall ensure job security of the drivers and conductors. The Corporation needs to introduce special schemes related to pension,
gratuity, insurance, medical checkup, retirement and other related benefits to enhance the employee's job satisfaction.

The work load of the drivers, conductors and ticket checkers should be restricted to 8 hours only. Steps may be taken to reduce the lead time. Over time may be given only with the acceptance of the workers. There should be no compulsion on it. The Corporation should take steps to revise the running time of the buses which the drivers are very much dissatisfied. Sufficient time should be ensured to avoid unnecessary tension among the drivers.

In order to increase the job satisfaction of the Corporation employees in the study area, the ceiling for staff welfare should be revised having regard to the business size of the Corporation and the employee strength. The Corporation should provide satisfactory welfare measures to its employees to improve their morale and loyalty and to reduce absenteeism thereby building a stable workforce.

By incorporating personality development programmes such as role play, group discussion and business games the superior and subordinate relationship can be strengthened. Corporation should take necessary steps in such a way that employees should feel training is essential to enhance the productivity and customer satisfaction and to meet the present challenges in the passenger transport industry.

To conclude, it is clear from the study that the TNSTC Kumbakonam has been rendering good services to the rural masses in their operating area despite certain limitations. But the employees in the study unit were dissatisfied though not totally but to some extent with their job in TNSTC Kumbakonam. There exists a big gap between the
expectations and perceptions of the employees. Still they, as one of the four pillars of the Corporation expect some more privileges and facilities. So, the TNSTC Kumbakonam has still a long way to fulfill their expectations. Besides rendering service to the people by extending bus services to economically unviable routes, it should also endeavor to fulfill the expectations of its stake holders especially its employees in a friendly manner and to be graded as model employer.

**SUGGESTIONS FOR FURTHER RESEARCH**

The following areas of research are suggested for the further study.

An inter-firm comparison of performance and satisfaction of employees within the state can be undertaken.

It is also desirable to have similar studies in all the transport corporations in Tamil Nadu to arrive at socially and economically viable conclusion.

Research may also be undertaken to analyse the employee’s job satisfaction in private bus service.

Job involvement and job performance are another area of study that may be taken up by other researchers in the future.

There is a need for future research into the area of comparison of job satisfaction of employees with government and private.