CHAPTER II

REVIEW OF LITERATURE

2.1 INTRODUCTION

The introduction and research design of the study used in this research are presented in the first chapter. This chapter presents the review of literature relating to the transport corporation in India and abroad.

2.2 REVIEW OF LITERATURE.

Many studies on job satisfaction have been made in the past which mainly focuses on large and complex modern enterprises in private and public do not provide much insight into the relevant aspects job satisfaction. Some of the important studies conducted on job satisfaction are review here.

2.3 RESEARCH GAP

The previous discussion of the literature identified significant gap that will be explored in the thesis. Many studies in the area for performance and human resource management mainly focus on large and complex modern enterprises in private and public sectors. But a few study more particularly in the field of employees job satisfaction in TNSTC Ltd., The important points like, employees opinion, problems faced by the employees.
Victor S. and Desantis (1996)\(^1\) the author has analysed about “Comparing Job Satisfactions among Public-Private Employees”. The effect of age, tenure, salary, job type, job level and work environment on job satisfaction. The author has stated that, many studies have underscored the importance of identifying the determinants of linking it to higher production and performance levels and to retention rates. Renewed interest in increasing performance levels in Government should create interest among the public administrators in workers satisfaction. However, little empirical attention has been given for evaluation of job satisfaction levels of the employees.

Jegadish Gansh P. and John Gunaseelan G. (1996)\(^2\) in this article “Public Bus Transport Services in Tamilnadu – An Appraisal”. The process of nationalization of passenger road transport services in Tamilnadu goes back to the period immediately after the Independence of India. Perhaps Tamilnadu has been one of the pace setting States in India to nationalize road transport services in the country. The Madras city bus services were the first to be nationalized in Tamilnadu in July 1948 and thus in the year 1997 in will be completing 50 years of bus transport service to the travelling public in the region. With the economic liberalization and privatization programmes in India there is a great debate over the tradeoff between the commercial objective and the social service goal of State Transport Undertakings (STUs).

In the changing economic scenario it is felt necessary to make a detailed study of the performance of the Road Transport Corporations (RTCs) in Tamilnadu.

Moorthy. K and Mohan. S (1999)\(^3\) highlighted, “Need for a Study of Effectiveness of Competence-Based Training Programme for Drives in STUs”. A sincere attempt to tap the potential of this new concept is, therefore called for, to give a new thrust on competency-based training programmes, to the transport sector which is a labour intensive and manned by professionals filled with emotions. Attempts are now made to establish that CBDTP shall have a positive effect on operational efficiency of the STUs through the proposed training design and module”.

Ramamoorthy K. and Ponnuraj S. (2001)\(^4\) in this article, “Passengers’ Perception of Omnibus Services – An Analysis” of omnibus operators constantly endeavour to improve the quality of their services. They aim at passenger comforts and keep their buses clean. Since their buses are well maintained, breakdowns rarely occur. They are time-conscious. Though they charge higher fare, the public patronise them as their services. They aim at passenger comforts and keep their buses clean. Since their buses are well maintained, breakdowns rarely occur. They are time-conscious. Though they charge higher fare, the public patronise them as their service is good. In this


direction, the prescribed criteria with some of the proven methods of analysis are brought forward through the following article.

**Agarwal, O.P (2001)** observed that, “Towards a National Urban Transport Policy”. All developing Countries are facing rapid urbanization and India is no exception. Unfortunately, such urbanization has been accompanied by an even faster growth in the number of motor vehicles on Indian roads, manifesting itself in the form of serve congestion and air pollution. Piecemeal efforts can only have a very limited impact. It is in the above background that this paper seeks to suggest a comprehensive framework of mitigation strategies that should from a part of an Urban Transport Policy for India.

**Nandakumar.R (2001)** analysis, “Performance Evaluation of Pneumatic Tyres: An Insight on Indian Standards”. Pneumatic tyre is a costly component in an automobile vehicle which accounts for around one tenth of the vehicle cost. Therefore, a tyre needs to be carefully selected before fitment by subjecting the component to various tests under simulation to verify its performance and reliability.

**Jon Show (2001)** in this article, “Competition in the UK Passenger Railway Industry: Prospects and Problems”. The promotion of competition between passenger train operators was a key aim of the 1992-97, conservative

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Government when it privatized British Rail. Although the potential for competition in the market was constrained through regulation at the time of the sale, competition for the market became intense. The regulatory controls are now relaxed and the promotion of competition remains central to the present Labour Government’s rail strategy.

**Saxena.R.P. (2001)** in his report, “Owners of Premium Cars and their Satisfaction Level: An Empirical Investigation, Paradigm”. The process of liberalization, economy has been opened up and various opportunities are being tapped by multinational giants. World automobile manufactures find India as a point of attraction, both for manufacturing and marketing. Until 1983, there were limited players in the car market.

**Yang.X and Wang.W (2001)** in this article, “GIS-based Fuzzy Means Clustering Analysis of Urban Public Transit Network Service: The Nanjing City Case Study, Road, & Transport Research”, One important task of urban public transit network planning is to identify poorly served areas and improve their service level. Due to the limitation of analysis tools, planners have used a single index. Such as transit network density, to evaluate the whole network service.

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Shepherd S.P and Bates J.J, (2001) highlighted, “Supply Curves for Urban Road Networks”. Supply curves are essential for demand prediction in aggregate networks, and need to relate cost of use to flow demanded rather than to flow performed. The paper defines the parameters of relevance and the relationships required. A micro simulation model is used to generate such relationships for hypothetical networks.

Furgan Qamar and Tala Al Junaibi (2002) have stated that “Does Nationality Affect Job Satisfaction”, job satisfaction and the factors that contribute to it are well researched phenomena. Despite this, theories of job satisfaction are still not well perfected. In their article, they seek to establish need fulfillment models, discrepancy models, values attainment models, equity models and trait component models.

Sheila Sarkar (2003) in this article, “Qualitative Evaluation of Comfort Needs in Urban Walkways in Major Activity Centers” opined healthy street circulation systems should offer choices for the movement of people, particularly for walking and bicycling modes. A comfortable pedestrian circulation system within the street network is the focus of this paper. Major activity centers are defined here is largely frequented urban areas with higher density.

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**Zahoor Ahamad Bhat (2003)** in this article “Public Versus Private Bus Operation- An Evaluation of Quality of Service (The case of Passenger Road Transport in Kashmir)”. The quality attributes used in this paper have a universal application via-a-vis transport quality evaluation: the methodology used is based on the research setting adopted by Umrigar et al (1988). Despite the fact that the private sector performance scores better on certain individual quality dimensions, the study reveals that the overall level of quality is better provided by public sector.

**Somayajulu.G (2003)** have highlighted “Customer Value Management- A Key to Success in Public Transport Services”. Deregulation and increased competition are reshaping the Indian passenger transport service industry. Formerly dominant and comfortable public transport operators have been shaken into unparalleled change by these developments and plunged them into deep crises. STUs who could decide what, where and how much of their services have seen their power suddenly shifting into the hands of the customer.

**Bagade.M.V (2003)** in this article “Transport Environment and Marketing Strategy” stated the new legislation was mainly responsible for the boost of private contract carriages in India. Added to this the wind of liberalization and privatization whisked away from STUs the State and

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Central Government support. The ongoing liberalisation and the auto vehicle boom brought in a large number of personalized and private transport vehicles on India roads which in turn took away a chunk of the STUs’ traffic share.

**Patil.H.N (2003)** in this article “Marketing Principles and Practices in Road Transport Organisations”, summarizes the core concepts of marketing in terms of the service, its value, satisfaction, quality and their exchange, as the service product of STUs to be viewed beyond that of merely providing service from one origin to a destination but of facilitating commuters to meet their core needs such as attending workplace, school, social functions, and so on.

**Ashish Misra (2003)** in this article, on “Operational Strategies in STUs – A Marketing Approach” stated The State Transport Undertakings (STUs) in the country have been operating their services in a monopolistic environment all these years. This has led to a sense of complacency in the way these organizations function. In the current environment, the passenger has a choice of modes and is willing to shift his loyalty.

**Nandagopal.D.R. and Chinnaiyan.P (2003)** in this article, “Mini Bus Operations in Some Districts of Tamil Nadu – A Case Study”, Transport systems are essential for movement of both goods and passengers, which in

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turn would help in the spread of knowledge and technology especially at rural locations. A minibus Scheme was introduced in some districts of Tamilnadu and thought the scheme is very popular among the rural population, there was some opposition to the scheme from the private and state owned carriers initially.

**Jaja. D.T. (2003)**\(^{19}\) have observed that, “Effect Of Economic Reforms and SAP on Sustainability of Road Transport Services in Port Harcourt Metropolis, Nigeria”. The paper set out to assess the effect of economic reforms and the International Monetary Fund’s (IMF) Structural Adjustment Programme (SAP) on sustainability of road transport services in Port Harcourt Metropolis, Nigeria, under the prevailing fare structure, Post 1989. Bus transit services were provided by two operators: private sector and public sector. Service operation data (Route, Capital, Basic operating costs and revenue), were collected from both operators and key informants.

**Mensinkai. K.S. (2003)**\(^{20}\) have observed that, “Success Story of North West Karnataka Road Transport Corporation”. Karnataka Stat Road Transport Corporation (KSRTC), with the sole objective of providing better, efficient, safe and reliable transport service facilities to the people of North Karnataka area, consisting of revenue districts of Dharwad, Belgaum, Gadag, Uttara Kannada, Bagalkot and Haveri.


Sarkar.P.K. and Deb.S.K (2003)\textsuperscript{21} in this article, on “An Approach to the Development of Sustainable Urban Transport” opined rapid increase of population coupled with numerous socio-economic activities is a constant source of increasing pressure on the limited available resources leading to constant threat of sustainable development in the urban area. Present system consisting of private and public transport emerged as a result of intense development offers for growth and increased mobility in the urban area.

Nirjar.R.S., Jain.S.S. and Mamita Mittal, (2003)\textsuperscript{22} in this article “Development of Transport Related Air Pollutants Modeling for an Urban Area. The transportation sector is the main contributor to the ever-increasing air pollutant concentration in most of our major metropolitan cities. According to a study in Cars and two-wheelers contribute to 11 per cent of the total transport related air pollution and vehicles are responsible for around 64 per cent of the total air pollution load.

Victor.H.S. and James.Y.K. (2003)\textsuperscript{23} in this article, “GPS Technology and Enhancement Positioning Developments,” Application to Road Transport in Singapore, this paper indentifies these limitations and outlines recent developments in overcoming them. The techniques of code-
measuring and phase-measuring devices are described and their performance in either single-point or differential positioning is explained. Furthermore, the design and implementation of a network of GPS reference stations which will achieve accuracy at the centimeter level and with a baseline of 20 KM is described.

Gauri Shankar and Geetamanmohan, (2003) 24 in this article, “Impact of Professionalism on Managerial Self-Actualisation and Job Performance”. Prestige Journal of Management & Research” Managerial motivation and job-performance have been studied widely in management literature. In this paper an attempt has been made to find the impact of professionalism on the primary relationship between self-actualisation and job-performance of industrial managers.

Chandraiah.K. and Agarwal.A.C. (2003) 25 in this article, “Occupational Stress and Job Satisfaction among Managers”, stated the effect of age on occupational stress and job satisfaction among managers of different age groups. They have conducted the study among a sample of 105 industrial managers working in different large scale organizations. The authors have used occupational stress index (OSI) and job descriptive index to assess the level of job stress and job satisfaction of the sample respondents. They have stated less job satisfaction is among manager of 25-35 years age

than their counterparts in the middle age (36-45 years) and the old age groups (46-55 years). They have concluded that age is found to be of importance in these study findings.

**Baskar.G and Ramamoorthy.G (2004)** in this paper, “Artificial Neural Network: An Efficient Tool to Simulate the Profitability of State Transport Undertakings”. State Transport Undertakings (STUs) are established with the major objective of providing economic, coordinated, efficient and adequate bus services to the society. The STUs are also bound to carry on their operations on business principles due to the recent Government policy of self sustainance in the Public Sector Undertakings (PSUs). Due to this duality of objectives the STUs are swinging on both sides (i.e) social objectives on one side and the commercial objectives on the other side. In this process of conflicting goals the profitability and the public services were unsolved.

**Mar Gonzalez – Savignat, (2004),** Focus on, “Competition in Air Transport – The Case of the High Speed Train”. The context proposed is hypothetical of the high speed train alternative is not yet available on the route subjects to research. In order to model passengers preferences relative to the route subject to research. In speed to model passenger preferences relative to the characteristics of the alternatives, experimental design techniques are

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applied, which allow for the design of the market that will be evaluated by current airline passengers”.

Marwah.B.R, and Sujatha Savant, (2004) in this article, “Issues and Considerations in Integration of Road and Rail Mass Transit Systems” analyzed Public transport system to High Capacity Transit System plays an important role in ensuring an integrated multi modal public transport operation. With the implementation of Mass Rapid Transit System (MRTS) in a metropolitan city, the existing road based public transport system will undergo a gradual change.

Dhingra.S.L. (2004) this paper attempts “Master Plan for Metro Project”. A Complete awareness of traditional approach as well as the integration of the other ongoing project is very much required for preparing the Master Plan for the Metro Projects. This paper gives the overall methodology for Master plan for the Metro Projects with the cash study the Mumbai Metro Project.

Ralf Risser (2004) in this article, “Philosophy of Traffic Calming”. In the cities of the developing countries, on the other hand, there is generally a sever crisis with respect to the conditions of transport of persons. In spite of

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all attempts made, these conditions remain unsatisfactory for the majority, especially for those who have no access to private transport

Murthy, V.A. and Bondada, (2004) have made attempts, “Urban Transport Transportation in India: Need for Indigenous and Innovative Systems”. India is on the threshold of entering into the group of developed countries. Its prowess in science, engineering and technology is recognized by the world from the nation’s advancement in nuclear, space, communication, and information technology fields. However, in the case of transportation infrastructure, the nation is far behind even after fifty seven years of independence.

Vinod Sibal, (2004) in this article, “Technologies is Public Transport”, and the transport sector has a key role in the economic field because it spurs and strengthens economic activity. This sector also accounts for an increasing share of energy and use and gaseous emissions, with the increasing consciousness about the limited availability of fossil fuels and the long-term, harmful and irreversible effects of vehicular pollution, there is a greater push to undertake effects of vehicular pollution, there is a greater push to undertake research and development in new technologies in public transport so as to improve efficiencies.

Satish Kumar, (2004) in this article, “Technological Developments in Metro Systems with Special Reference to Delhi Metro” stated the system and technology of Mass Rapid Transit System (MRTS) needs to meet the requirements for running trains safely at close headways at reasonable schedule speed over small inter-station distance of 1 km and also to provide punctual, reliable as well as comfortable service at affordable fare.

Amit, (2004) in this article, “Applicability of Market Based Instruments in Controlling Automobile Pollution” revealed market based economic instruments as useful tools for combating vehicular pollution are rapidly becoming popular, especially in the developed countries. This paper attempts to examine in detail the prevailing and upcoming market based solutions for vehicular pollution in various countries and find out to what extent they can be relevant to the contemporary transport in developing countries.

Ayesha Bangi, (2004) in this article, “Traffic and Noise Impact: A Case Study of Hyderabad City, India”. Hyderabad is the sixth largest city in India and is also the capital of the state of Andhra Pradesh. It is a bustling 400-year-old metropolis with on urban population of 6 million people spread over an area of 168 sq. km. the energy use patterns in the city are changing with the adoption of modern lifestyles. Results of surveys conducted at five

intersections in Hyderabad city revealed that the noise levels currently exceed the Central Pollution Control Board daytime noise standards.

Sanjay Gupta, (2005)\textsuperscript{36} in this article, “Intelligent Transportation Systems – Potential Tool to Optimise Usage of Transportation Infrastructure” Intelligent transportation system can assure optimal use of existing transportation infrastructure in general, and road capacity in particular in light of increasing traffic congestion in urban areas. ITS represent a set of tools which can enable local Governments to achieve integrated transport solutions as well as ensure better use of existing transport infrastructure.

Rajiv Sharma, (2004-05)\textsuperscript{37} this paper attempts, “Tools for Demand Management of Urban Transport”, the broad role for demand management in an objective of the demand management policy is usually the alleviation traffic congestion. This has to improve the traffic flow efficiency. Other common actives included limiting adverse environmental impacts, reducing traffic dents and risks, providing services for the urban poor as well as the economic activities of the city

Chandrasekhar.B.P.(2004-05)\textsuperscript{38} in this article, “Urban Public Transportation – Commuter Perceptions on APSRTC Bus Services”. Bus transport is and would continue to be a predominant mode of Transport its


patronage. In this direction, and understanding of commuter’s perceptions about the quality of bus service and their level of affection would go a long way in bringing about necessary improvement.

**Alokrawat (2005)** in this article, “World Report on Road Traffic Injury Prevention – A Critique”. Our country several safety programmes, developing vehicle technology and new Motor Vehicle Acts and the like, are considered, planned and implemented to control the impacts of road traffic injuries. Through this research, it is also very clear that the economic impact of the road accidents should also be considered while framing the respective measures to check the existing fatalities on Indian roads.

**Julius Ajilowo and Bayode Olujimi (2005)** in his article, “Socio – Economic Factors Explaining Distance Travelled for Health Care Services by Rural Dwellers in Owo Region, Nigeria”, health service is one of such welfare services rendered in health care facilities located in few rural settlements and most urban centers. For the rural dwellers to enjoy health care services, study examines the socio-economic factors in explaining distance travelled for health care services in Nigeria, with a focus on Owo region in the conduct of rural health consumer survey.

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Rana.P and Pura.S. (2005) in this article, “Planned Urbanisation of Rural Areas”. The past experience clearly shows that economic growth and urban development go hand in hand. The rate of urbanization in India is, therefore, going in increase significantly in the decades to come and this would put an unprecedented demand for growth in urban areas. At the same time, there is a need to arrest migration from rural areas and small towns to large cities and in fact, encourage reverse migration to rural areas through creation of jobs, improving the quality of life, providing basic amenities and improved access to city.

Shay.A.A. (2005) in this article, “Rail Based Commuter Services for Million Plus Cities” on rapid growth of urban population especially in metropolitan cities has resulted in severe congestion on roads and overloading on city bus system. Rail based rapid transit systems, overhead and underground, being taken up in some metropolitan cities in India involve high cost and high level of technical and organizational expertise.

Sudip.k. and Datta.R.N (2005) this paper assumes, “Ranking of Public Transport Modes According to the Characteristics of Abstract Nature – Case Study Kolkata”. Indian Situation by far the majority of the trip makers are captive transit riders who perform their daily travel by various public

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transport modes operating in the area. The operating characteristic of these modes and the modal attributes vary widely. The users’ perception about these attribute are abstract in nature.

Piyush Kansal and Rakesh Kaul, (2006)\(^{44}\) have stated that, “Traffic Management Plan for Central Kampala”. Kampala is the capital of Uganda and the hub of political, economic, commercial, Government services and transport activities in Uganda. Located at the Northern shores of Lake Victoria, Kampala’s population has been experiencing rapid growth from 3,30,700 (1969) to 7,75,000 (1997), projected to reach about 1.6 million by the year 2006.

Yash Sachdeva, Viresh Goel et al (2006)\(^{45}\) in this article, “Transport Measures to Reduce Emissions in Hyderabad”. Hyderabad, capital of the State of Andhra Pradesh is one of the fastest growing urban areas in India with population of more than 6 million. Motors like two and there wheelers and to a lesser extent, private cars are displacing trip making by bus transport system. The traffic congestion, predominance of two stroke vehicles in the traffic mix and the inability of bus transport to attract significant ridership are the reasons for the severe air quality problems in Hyderabad.

Se-Il Mun and Makoto Yonekawa, (2006) in this article, “Flextime, Traffic Congestion and Urban Productivity”. This paper addresses these two questions. We extend the model of bottleneck congestion to describe the case in which some firms in a city adopt flextime. The model also incorporates effects on urban productivity via agglomeration economy.

Jose. M. Vassallo, (2006) in this article, “Traffic Risk Mitigation in Highway Concession Projects – The experience of Chile”. Traffic risk mitigation remains a challenging aspect of highway concessions. This paper evaluates three mechanisms applied in Chile to mitigate traffic risk: the ‘Minimum Income Guarantee’ (MIG); the “Least Present Value of the Revenues’ (LPVR); and the ‘Revenue Distribution Mechanism’ (RDM). Specifically, the paper focuses on the performance of LPVR and MIG during the economic recession.

Lawrence W. (2006), have made an attempt, “Performance Measurement for Railway Transport: Stochastic Distance Functions with Inefficiency and Ineffectiveness Effects”. To scrutinize the plausible sources of poor performance for non-storable transport services, it is necessary to distinguish technical inefficiency from service ineffectiveness. This paper

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attempts to measure the performance of railways that produce passenger and freight services by two stochastic distance function approaches. A stochastic input distance function with an inefficiency effect is defined to evaluate technical efficiency; whereas a stochastic consumption distance function with an ineffectiveness effect is introduced to assess service effectiveness.

**Ramakrishan Nallathiga (2006)** in this article, “Envisioning a Comprehensive Transport Strategy for Mumbai”, Cities, across the world, are facing the challenges and problems of balancing the transport demands with the supply and its management: it is viewed as rather complex in large metropolitan cities like Mumbai. Mumbai structure of transport is ideal, yet its transport is plagued by several issues relating to congestion, passenger safety and comfort, and structural impediments causing immobility, all of which give a sorry state of transport.

**Vittaldasa Prabhu.B. and Murali.S. (2006)** in this article, “Road Freight Transport Industry System,” Indian road freight industry which is of the size Rs. 40,000 crores is backbone of Indian economy. The growth of this sector and accordingly Indian economy is dampened by several factors. To improve the situation it is necessary to have an overview of the industry. In this perspective the freight transport industry is presented in the form of an operations system.

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Abdul Sameem Ansari (2007) in this article, “Road Users Perceptions on the Traffic Management in Hyderabad” stated the necessity of educating the road users about the traffic rules and regulations. It is also stressed that the traffic police should be trained in a proper way to manage the traffic efficiently and the need to change their behavior with the road users.

Suresh V. and Sivanandan R, (2007) in this article, “Peaking Flow Characteristics of Urban Road Traffic – A Case Study of Chennai”. Peaking of traffic is an important aspect to be considered in the design as well as in the operational analysis of a highway facility. In this paper, the peaking characteristics of several urban roads in Chennai city are presented. For this study, traffic data at ten mid-block locations were collected. Data collection was done using video graphic surveys.

Jent Stanley and John Stanley (2007) in this article, “Public Transport and Social Policy Goals”, Social goals are included with economic and environmental goals in the field of public transport, social goals are poorly defined and lack comprehensiveness. This paper reports findings from a regional Victorian study that explored the transport needs of people at risk of social exclusion”.

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Nallusamy S. Anbalaga V, et al. (2007) in this article, “Critical Analysis on Maintenance System for Vehicles in State Transport Undertaking”. It is reported that most of the State Transport Undertakings (STU) are accumulating losses due to various imperfections. In order to analyse these imperfections on a selected STU in Tamilnadu say Metropolitan Transport Corporation by evaluation of performance and to suggest various improvement factors critical analysis was done. MTC has a periodic maintenance of daily, weekly, monthly, quarterly, half yearly and yearly maintenance.

Thamaraiselvi. R. and Anupam Thaliyal, (2007) in this article, “A Study of Various Modes of Transportation in Indian Logistic Industry – An Overall View”. The study provides vital insights into all facets of the Indian logistics market which is useful for manufactures, importers, exporters and the people who are in the business of transporting cargo who require critical inputs about the logistics scenario in India. It covers most of the service providers associated with road, sea, air and railways along with inputs pertaining to the infrastructure.

Ganesh Chella (2007) they conducted the study, “HR Outsourcing and Employees Satisfaction”, to study the employee satisfaction. According to him HRO is an integral part of the BPO industry and its scope is rapidly.

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evolving to include areas such as payroll, benefits administration, training, recruiting, performance, management, compensation management and so on, employees typically get support through the web, mail, phone, and a limited amount of face-to-face interactions.

Asaithambi. S and Karthika.A. (2008) in this Article, “A Study on Job Satisfaction of Employees in District Co-operative Milk Producer’s Union”. Milk product of diary farming which is an important and an integral part of role in Indian’s rural economy. Milk business is carried out by several agencies including cooperative societies. Milk is a white liquid substance produced by female mammals as food for their young ones, usually that of cows, buffaloes and goats which is consumed by human beings.

Sundar.K. (2009) in this Article, “Job Satisfaction of Drivers and Conductors in Tamilnadu State Transport Corporation – A Research Study”, A study of job satisfaction of drivers and conductors attached to Villupuram Region in Tamilnadu, India has brought to light both positive aspects and dark spots. While there is high level of satisfaction such. While there is high level of satisfaction on certain determinants of job satisfaction such as job commitment, security of job etc. there is percent negative response on some other factors connected with satisfaction determinants.


Brikend Aziri (2011)\textsuperscript{59} stated that job satisfaction represents one of the most complex areas facing today’s managers when it comes to managing their employees. Many studies have demonstrated an unusually large impact on the job satisfaction on the motivation of workers, while the level of motivation has an impact on productivity, and hence also on performance of business organizations. Unfortunately, in our region, job satisfaction has not still received the proper attention from neither scholars nor managers of various business organizations.

Nikam V. and Sawant B.S, (2011)\textsuperscript{60} in this paper, “It Implementation and Satisfaction of Employees in Selected Banks”, stated banking sector plays a very signification role in the economic life of the rural and urban area of Country. Very less number of co-operative banks adopts In-house development and majority of these banks adopt outsourcing way to develop software, whereas all private banks adopt outsourcing way to develop software. This may be due to properly utilization of manpower. This shows that there is significant difference in IT implementation practices in different selected banks.

Prabhakar. G.A. (2011)\textsuperscript{61} this paper attempts, “Female Labour Force” Human Resource Development is the most strategic and crucial determinant of growth. Abundant physical resources alone cannot federate growth unless

\textsuperscript{60} Nikam. V.& Sawant. B.S. It Implementation and Satisfaction of Employees in Selected Banks” Southern Economist, (June - 2011), Vol. 50, No. 4, pp. 15-18.
requisite human capabilities to exploit them are generated. Human resources are the energies, skills, talent and knowledge of people, which potentially can or should be applied to the production of goods in rendering of useful services.

Viruthambal. A. (2011) in this Article “Chennai Airport Cargo Employees’ Trade Union.” The large scale operations if Air Cargo Industry shows development upon modern equipments and technology in the recent past. The current scenario is still far further from modernization and advancement. It is gradually moving towards fully mechanized and system driven operations.

Balakrishnan. P. (2011) in this Article “Quality of Work Life and Job Satisfaction”, in the present scenario of competitive banking, excellence in customer service is the most important tool for sustained business growth. Customer complaints are part of the business life of any corporate entity. Poor complaint handling procedures keep the customers out of a particular bank. If a complaint is attended to immediately and handled with professionalism, customers will be happy. The analysis indicated that, with regard to workplace environment, the workers were neither satisfied nor dissatisfied.

Shantkumar A.B. and Bothagi B.S, (2011) in this Article, “Job Satisfaction of Employees and Minimum Wage in Sugar Industry: A Micro Study”. Job Satisfaction of employees has been recognized as one of the most important aspect of organizational behavior. Job Satisfaction is the major contributor to the organization success. Various researches have been carried out on job Satisfaction for many years, especially in the industrial sectors.

Srinivas Rao. S. (2011) this paper assumes, “Trade Unionism in the Visakhapatnam Port: A Study”. The Visakhapatnam port is one of the finest and fast developing ports. This magnificent achievement of the port is mainly due to enlightened trade unions and successful co-operation between the management and unions. In all their activities, besides the management the trade unions are playing vital role not only for their interest but also for furthering the development of the port in all respect.

Rajarajan.M and Anandarajan.S (2012) in this article, “Employees’ Attitude Towards TNSTC (Villupuram) Ltd”. This paper endeavours to ascertain the job satisfaction levels of the individuals. It is a complex issue to measure this abstract perception accurately, particularly in Tamilnadu State Transport Corporation(Villupuram) Limited, as the research encompasses the working environment and work culture. The various dimensions of the working environment involve factors such as the corporation policies, service

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systems, inter-personal relationships, supervision, working hours, recognition of the employees, responsibilities and the work tasks which are the major factors to judge the job satisfaction. It is important for every corporation to care about the employees attitude through these factors.

**Shakeela Saleem and Wasim Abbas Shaheen (2012)** in this article, “The Impact Of Job Enrichment and Job Job Enlargement On Employee Satisfaction Keeping Employee Performance As Intervening Variable”, job enrichment and job enlargement are the steps used to make the employees feeling that the organization is actually owning them and that thing boost their performance on the job. This has a direct impact on their satisfaction level in the organization while performing their duties. That thing ultimately increases the level of performance of the employees on the job.

**Alam Sageer, and Sameena Rafat (2012)** opined that employee satisfaction is the terminology used to describe whether employees are happy, contended and fulfilling their desires and needs at work. Many measures support that employee satisfaction is a factor in employee motivation, employee goal achievement and positive employee morale in the work place. Basically Employee satisfaction is a measure of how happy workers are with their job and working environment. In this paper various variables responsible for employee satisfaction has been discussed such as Organization

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development factors, Job security factors, Work task factors, Policies of compensation and benefit factor and opportunities which give satisfaction to employees such as Promotion and career development also has been described.

Ardashir Shiri and Mehdi Dehghani(2012) this paper assumes “Relationship between Job Rotation and Organizational Indifference in Incorporated Governmental Organizations in City of Kerman, Iran”. Employees’ indifference towards affairs and issues of the organization is one of problems facing with most of Government organization and some of Non-Governmental organizations.

The previous discussion of the literature identified significant gap that will be explored in the thesis. Many studies in the area for performance and Human Resource Management mainly focus on large and complex modern enterprises in private and public sectors. But a few study more particularly in the field of employees’ job satisfaction in TNSTC Ltd. The important points like, employees opinion, problems faced by the employees.

Paul Dhinakaran.D and Rajarajan.M (2013) in their article “Job Involvement Of Employees In Tamilnadu State Transport Corporation Limited, Kumbakonam”, Involvement in the job provides the basis of the

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69 Ardashir Shiri and Mehdi Dehghani “Relationship between Job Rotation and Organizational Indifference in Incorporated Governmental Organizations in City of Kerman, Iran”, American Journal of Scientific Research, December 2012, No. 82, pp. 104-112.

tendency it contributes motivation to improve the capability and also an orientation to contribute better. Motivation is a drive or a reinforcement that could provide achievement of certain response that were planned. The involvement level depends on many internal and external factors; sometimes the working environment provided by the management for its employees also would provide the required involvement level to perform better. The major objective of the management from the old days to present organization management is to ensure maximum contribution to the organization.

**Rajarajan. M and Anandarajan.S (2013)** focus on, “Employees’ Awareness towards TNSTC Ltd, Villupuram Region”, the awareness by an individual in general but it is complex to measure accurately the level of awareness perceived by employee particularly in Tamilnadu State Transport Corporation Ltd, Villupuram, whenever a research study the working environment and work culture. The various dimension of working environment such the corporation policies, service system, inter-personal relationship, supervision, working hours, recognition of employees, responsibilities, work tasks are the major factors to judge the satisfaction. It is important for every corporation to care about the employees, awareness towards TNSTC Ltd, Villupuram region.

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Rajarajan M, and Anandarajan S. (2014), have highlighted,
“Problems Faced by Employees in Tamilnadu State Transport Corporation Ltd, Villupuram”. It would ensure sustainable growth and provide good service to the general public. The understanding of the employees’ job satisfaction towards HRM practices would help the corporation to formulate policies and programmes for further improvement.

2.4 SUMMARY

The present study is an conducted to review of literature both Indian and foreign journals and the like. The researcher made an attempt to study employees’ Job Satisfaction in TNSTC Ltd., Villupuram Division.

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