

# Job Satisfaction of Employees in Tamilnadu State Transport Corporation (Coimbatore) Limited

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## **Abstract**

*The advent of scientific management focused considerable research effort to find ways and means to simplify, standardize and specialize jobs. It was believed that simplification of the job would result in increased productivity, reduced training costs, enhancing organizational benefits and effectiveness. It was realised that only state transport organisations would be able to connect scattered, far off, isolated villages and backward areas with the mainstream of national life since private operators would not be interested in operating their services on uneconomical, non-profit routes. During the year 1972, the government of Tamilnadu decided to set up a public limited company to take over and operate the bus services in Madras City and Chengalpet district. The National Transport Policy Committee was appointed by the Government of India in April, 1978 for the purpose of suggesting a comprehensive national transport policy. The 21 corporations were amalgamated into seven corporations during 1997 (08.05.1997). The Tamilnadu State Transport Corporation (Coimbatore-Division-II) Ltd., Erode has been merged with Tamilnadu State Transport Corporation (Coimbatore, Division-I) Ltd., Coimbatore from 30.12.2003, and hence this corporation is, at present, functioning in the name of "Tamilnadu State Transport Corporation (Coimbatore) Ltd.," Coimbatore. Hence, a study on the job satisfaction of a transport employee is a must for the wellbeing of the society and for the economic development of the country. Therefore this study has been undertaken in order to see whether the transport department employees have job satisfaction and to examine as to what extent the employees are satisfied.*

**Keywords:** Job Satisfaction – influencing Factors – Personal Factors – Job Factors - Tamilnadu State Transport Corporation (Coimbatore) Ltd - employee behaviour.

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## **1. Introduction**

Transportation is the single powerful factor on which the economic, social and political activities of a nation depend. Transport has evidently brought the whole world in the mainstream of the functional life of people. Job satisfaction refers to an individual's attitude towards his or her job. Job satisfaction is believed to be a good predictor of employee behaviour at work. It is also an important indicator of employee's feeling about his work. The term job satisfaction is viewed as a "positive attitude towards one's work, which is global in nature and which results from many specific job-related experiences".<sup>1</sup>

## **2. State Transport Undertaking In Tamilnadu**

In view of different service conditions and varying operational problems, government felt that separate corporations should be formed with headquarters at the respective major towns around which they were operating. Tamilnadu covers 7.5 percent of India's population 4.3 percent of

the total geographical area and 13.1 percent of surface roads. The 21 corporations were amalgamated into seven corporations during 1997 (08.05.1997). Now the total number of Road Transport Corporation in the State as on 31.12.2005 is as follows:

**Table 1: Total Number of Corporations in Tamilnadu**

<i>S.No.</i>	<i>Name of the Corporation</i>	<i>Principal area of Coverage</i>
1	Metropolitan Transport Corporation	Chennai
2	State Express Transport Corporation Ltd.,	Tamilnadu
3	Tamilnadu State Transport Corporation Ltd.,	Coimbatore
4	Tamilnadu State Transport Corporation Ltd.,	Villupuram
5	Tamilnadu State Transport Corporation Ltd.,	Salem
6	Tamilnadu State Transport Corporation Ltd.,	Kumbakonam
7	Tamilnadu State Transport Corporation Ltd.,	Madurai

### **3. Tamilnadu State Transport Corporation Ltd., - Coimbatore**

Tamilnadu State Transport Corporation (Coimbatore Division-III) Ltd., Udthagamandalam was merged with Tamilnadu State Transport Corporation (Coimbatore Division) Ltd., Coimbatore with effect from the appointed day of 07.11.2000 for the benefit of the public in Coimbatore and Nilgiris District. The Tamilnadu State Transport Corporation (Coimbatore-Division-II) Ltd., Erode has been merged with Tamilnadu State Transport Corporation (Coimbatore, Division-I) Ltd., Coimbatore from 30.12.2003, and this corporation is, at present, functioning in the name of **"Tamilnadu State Transport Corporation (Coimbatore) Ltd.," Coimbatore.**

### **4. Objectives of the Study**

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

1. To measure the overall job satisfaction of employees in "Tamilnadu State Transport Corporation (Coimbatore) Ltd.," Coimbatore.
2. To examine the factors influencing job satisfaction.
3. To suggest appropriate measures to improve the level of overall job satisfaction.

### **5. Methodology**

Coimbatore city's TNSC has been selected for the study. To attain the objective of the study the researcher has to depend on both primary and secondary data. The primary data are collected from the employees from Coimbatore district in TNSC (CBE) Ltd, Coimbatore, by constructing a suitable questionnaire. The secondary data are collected from books, records, journals etc. of TNSC (CBE) Ltd, Coimbatore, and related government reports. The primary data from respondents cover a period of one year 2008-2009 and the secondary data cover a period of 5 years from 2004 – 2005 to 2008 – 2009. To collect the primary data a proportionate random sampling technique has been adopted. Thus totally 500 employees are chosen throughout Coimbatore Division.

### **6. Variables of Job Satisfaction**

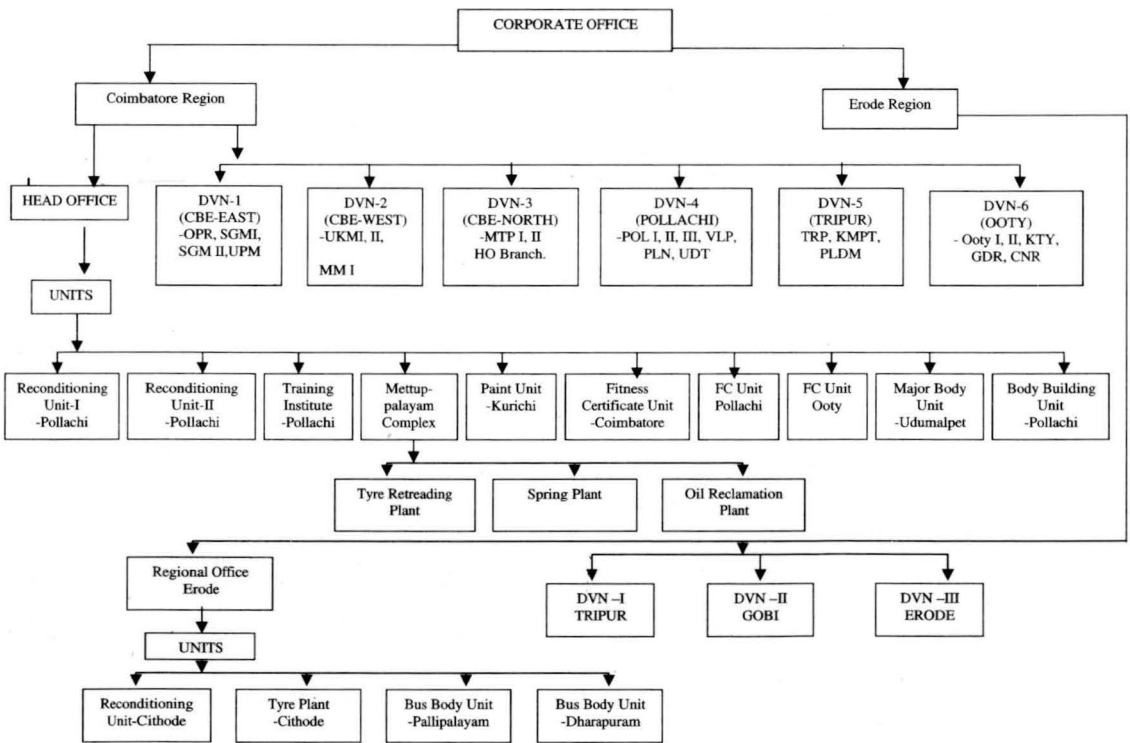
There are many factors affecting job satisfaction either directly or indirectly. The study is conducted with ten important factors.

1. Nature of job
2. Working conditions
3. Training and development
4. Monetary benefits
5. Scope for advancement
6. Safety and security
7. Timing of work and leave
8. Welfare measures
9. Relationship with colleagues and union
10. Grievances and redressal

**7. Physical Structure of Coimbatore Division**

“Quality will be the dominant feature in the 21<sup>st</sup> century. It is often said that while the 19<sup>th</sup> century was the century of the entrepreneur, the 20<sup>th</sup> century belonged to the worker”. The physical performance is measured through the followings:

Chart: 1 TNSC (COIMBATORE) LTD, COIMBATORE – 43



## 8. Review of Literature

Ratan Kumar Singh (1988)<sup>1</sup> in his study on Road Transport and Economic Development has evaluated the critical role played by road transport as a basic infrastructure in economic development and has analyzed the correlation between the development of road transport and that of other vital sectors of the economy in relation to Bihar State.

Kiely and Holding (1989)<sup>2</sup> conducted a survey on Employee Job Satisfaction following Deregulation in the Bus Industry on 95 first live managers. Despite concern over the status of the bus industry, the image of the companies in the community and the services they offered, respondents expressed considerable pride in working for their respective companies.

Sri Raman, Raman and Bagade (1990)<sup>4</sup> evolved a cost and financial model for State Transport Undertakings based on the relationship between unit cost and vehicle productivity, employee productivity, energy productivity and material productivity.

Baby (1993)<sup>5</sup> in her study on "Passenger Satisfaction with the performance of Rural Transport service by Anna Transport Corporation, Salem" has suggested that co - operation among the operators, passengers and Government was essential for ensuring quality of service.

Rangasamy and Markandeyan (1998)<sup>6</sup> in their case study on job satisfaction of workers in Tamilnadu State Transport Corporation revealed that more than 75% of the workers have allained medium level of satisfaction. The workers who have high level and low level of satisfaction in TNSTC amount to 12.5% each.

Taormina (1999)<sup>7</sup> conducted a study on Predicting employee commitment and satisfaction: The methodology is described as research examining the relationships between job satisfaction and demographic and socialisation variables. Higher linkages were found between Job commitment and Satisfaction, and the Socialization variables as compared to the demographic variables.

Hossain (2000)<sup>8</sup> designed a study with a view to investigating the satisfaction of commercial bank employees and its consequences on related issues. Banking employees in Bangladesh were highly dissatisfied with their salary, lack of fair promotional opportunity, low job status and absence of recognition for good work.

Sharma (2001)<sup>9</sup> analysed overtime jobs as an additional financial resource to support the employees from the Transport Corporation, employees in the Telecommunication Department and employees in the Postal Department in Himachal Pradesh. The employees were not satisfied with overtime job for various factors. Factors like unjustified sanction of overtime hours, health and security adverse effects, less attention to families and social activities, and interrupting employment growth activities etc.

Somayajulu (2002)<sup>10</sup> in his study on "employee satisfaction – A mantra for profitability in the Transport sector" stated that there is a correlation between employee satisfaction and profitability; suitable mechanisms have been suggested to enhance employee motivation, morale, satisfaction and loyalty as key elements of profitability in the transport sector.

Mohamed Nasurdin et al. (2003)<sup>11</sup> in their study on impact of job satisfaction on intention to leave among academicians, found that extrinsic satisfaction with pay, co-workers and promotion had a stronger influence on intentions to leave the institution as compared to intrinsic satisfaction like self-esteem, helping others etc.

Sekher (2004)<sup>12</sup> attempted to explore the relationship between work alienation, job satisfaction and organizational commitment among 259 workers, supervisors and executives from the public

and private sector undertakings. The main objectives of the study were to assess their degree of work alienation, levels of job satisfaction and organizational commitment. Four public sector undertakings and four private sector undertakings from the twin cities of Hyderabad and Secunderabad were approached and their permission taken to conduct the study. Interestingly the job satisfaction and the commitment yielded a positive and significant correlation indicating that as the satisfaction increases commitment also increases positively. Thus, there is significant negative correlation between work alienation and job satisfaction, work alienation and organizational commitment, positive between job satisfaction and organizational commitment. Ramayah and Nasuridin (2006)<sup>13</sup> in their study, integrated importance into the much researched link of job satisfaction and commitment. The traditional methods used in most job satisfaction and organizational commitment researches do not incorporate this aspect into their measurement. Correlation between the five facets of job satisfaction and also between the facets and organizational commitment was calculated using the Pearson's correlation coefficient. The non – parametric test of Friedman's k-related sample test used to test the predictive validity of the traditional questionnaire and proposed questionnaire. As for the researchers, the proposed measurement is an alternative that can be explored in their future researches.

### 9. Analysis of Variance (ANOVA)

Analysis of variance technique applied on the mean satisfaction scores to study whether there is significant difference in the level of job satisfaction between the factors the null hypothesis and alternate hypothesis are formed and tested.

#### Null hypothesis:

There is no significant difference between Demographic variables and overall job index.

#### Alternate hypothesis:

There is significant difference between Demographic variables and overall job index.

**Table: 2. ANOVA table for index based on Demographic Variables**

<i>Sl. No.</i>	<i>Variables</i>	<i>Calculated F Value</i>	<i>Critical Value at 5% level</i>
1	gender	1.303 (NS)	3.84
2	marital status	1.142 (NS)	3.84
3	age	0.491 (NS)	3.000
4	education	41.87211 **	3.78
5	experience	5.711 **	4.61
6	Emoluments	74.780 **	4.610
7	job cadre	22.717 **	3.000

(NS– Not Significant)

(\*\* - Significant at 1% level)

It is clear that both male and female and married and unmarried employees had the same level of job satisfaction. All age group of employees had the same level of job satisfaction. High level of education group and more experienced group expressed highest satisfaction. Employees who received higher emoluments expressed high job satisfaction. The job satisfaction of employees is more among those who come under the working group cadre.

## 10. Karl Pearson Correlation

The correlation measures the closeness of the relationship between the variables. The Correlation co-efficient of index with other independent variables and the correlation co-efficient between the independent variables are presented in the following table.

**Table 3: Karl Pearson Correlation Matrix**

<i>Personal factors</i>	<i>Index</i>	<i>Gender Status</i>	<i>Marital</i>	<i>Age tion</i>	<i>Educa ence</i>	<i>Experi ments</i>	<i>Emolu cadre</i>	<i>Job faction</i>	<i>Job Satis</i>
1. Index	1.000								
2. Gender	0.051	1.000							
3. Marital Status	-0.048	-0.015	1.000						
4. Age	0.084	-0.075	0.048	1.000					
5. Education	0.435 **	0.054	0.038	-0.060	1.000				
6. Experience	0.165 **	-0.072	-0.030	0.722 **	0.086	1.000			
7. Emoluments	0.552 **	-0.052	-0.014	0.377 **	0.447 **	0.488 **	1.000		
8. Job cadre	0.736 **	0.079	0.026	0.118 **	0.579 **	0.204 **	0.661 **	1.000	
9. Job satisfaction	0.262 **	0.043	0.024	-0.094 *	0.038	-0.094 *	0.030	0.086	1.000

\*\* - 1% level of significant

\* - 5% level of significant

The correlation co-efficient of index with education (0.435), Experience (0.165), Emoluments (0.552), job cadre (0.736) and job satisfaction (0.262) found to be significant at 1% level. All the above five correlation coefficients were positive. The correlation co-efficient of age with experience (0.723), emoluments (0.377) and job cadre (0.118) were found to be significant at 1% level. The correlation co-efficient of age with job satisfaction (-0.094) was found to be significant at 5% level. The correlation co-efficients of age with experience, emoluments and job cadre were positive. The correlation co-efficient of age with job satisfaction was negative. The correlation coefficients of education with emoluments (0.447) and job cadre (0.579) were found to be significant at 1% level and the above correlation coefficients were positive. The correlation coefficients of experience with emoluments (0.488) and job cadre (0.204) were found to be significant at 1% level and the correlation co-efficients were positive. The correlation co-efficient of experience with job satisfaction (-0.094) was found to be significant at 5% level. The correlation coefficient of experience with job satisfaction was negative. The correlation coefficient of emoluments with job cadre (0.661) was found to be significant at 1% level and the above correlation coefficient was positive. The other variables were found to be not significant.

## 11. Multiple Regression Analysis

The Multiple Regression Analysis will determine the association or relationship between more than job factors and job satisfaction.

**Table 4: Multiple Regression Analysis**

<i>Effect</i>	<i>Partial Regression Coefficient</i>	<i>Standard Error</i>	<i>t value (DF = 491)</i>
1. Gender	-0.1273	1.175	-0.108
2. Marital Status	-4.814	2.088	-2.306
3. Age	-0.021	0.048	-0.453
4. Education	0.225	0.272	0.083
5. Experience	0.002	0.044	0.050
6. Emoluments	3.01046E-04	1.03092E-04	2.920 **
7. Job cadre	6.639	0.449	14.793 **
8. Job satisfaction	5.274	0.752	7.017 **
9. Constant	53.070		

\*\* - 1% level of Significant

**Table 5: Analysis Of Variance**

<i>Source</i>	<i>Sum-of-Squares</i>	<i>Degree of freedom</i>	<i>Mean-Square</i>	<i>F-ratio</i>	<i>p</i>
Regression	12310.70	8	1538.84	90.58 **	0.000
Residual	8341.30	491	16.99		
Total	20652.00	499			

For a unit increase in emoluments the job satisfaction will be increased by 3.010 units when other variables are kept constant. The variable job cadre was also found to be significant at 1% level. For a unit increase in job cadre the job satisfaction will be increased by 6.639 units when the other variables are kept constant. Similarly, the variable job satisfaction was also found to be significant at 1% level. For a unit increase in job satisfaction the job satisfaction will be increased by 5.274 units when the other variables are kept constant. The other variables included in the regression model namely gender, marital status, age, education and experience were found to be not significant. The co-efficient of determination was 59.61% and when this was tested for its significant the F value was found to be significant at 1% level. This indicates that 59.61% of variation was explained by all these job factors included in the model. In other words the contribution of all job factors to the job satisfaction level was 59.61%.

## 12. Path Analysis

Path analysis technique was applied to find out the direct and indirect effects of different independent variables to the dependent variables. The following table shows the direct and indirect effect of the different independent variables.

Table 6: Path Analysis

Job Factor	Gender	Marital Status	Age	Education	Experience	Emoluments	Job cadre
Gender	<u>-0.00315</u>	0.00098	0.00146	0.00016	-0.00016	-0.00674	0.04986
Marital Status	0.00005	<u>-0.06673</u>	-0.00094	0.00011	-0.00007	-0.00183	0.01670
Age	0.00024	-0.00321	<u>-0.01947</u>	0.00018	0.00163	0.04926	0.07493
Education	-0.00017	-0.00252	0.00117	<u>0.00300</u>	0.00019	0.05833	0.36756
Experience	0.00023	0.00201	-0.01407	0.00026	<u>0.00225</u>	0.06372	0.12940
Emoluments	0.00016	0.00094	-0.00735	0.00134	0.00110	<u>0.13052</u>	0.41946
Job cadre	-0.00025	-0.00176	-0.00230	0.00174	0.00046	0.08624	<u>0.63482</u>

R Square = 0.5961      Residual Effect = 0.6355

The diagonal values represent the direct effects and the other values the indirect effects. Among the diagonal variables job cadre (0.63482) had the highest direct effect followed by the variable emoluments (0.13052). In the variable gender, the variable job cadre (0.04986) had the highest indirect effect through the variable gender (-0.00315) to the job satisfaction. In the variable marital status, the variable job cadre (0.01670) had the highest indirect effect through the variable marital status (-0.06673) to the job satisfaction. In the variable age, the variable job cadre (0.07493) had the highest indirect effect through the variable age (-0.01947) to the job satisfaction. In the variable education, the variable job cadre (0.36756) had the highest indirect effect through the variable education (0.00300) to the job satisfaction. In the variable experience, the variable job cadre (0.12940) had the highest indirect effect through the variable experience (0.00225) to the job satisfaction. In the variable emoluments, the variable job cadre (0.41946) had the highest indirect effect through the variable emoluments (0.13052) to the job satisfaction. In the variable job cadre, the variable job cadre (0.63482) had the highest indirect effect through the variable job cadre (0.63482) to the job satisfaction.

### 13. Findings

The summary of findings is presented below.

#### 1. Overall job satisfaction of employees:

The result shows that after adhering to the given criteria, three of the independent variables were entered in the equation as factors of job satisfaction the order of inclusion was as follows: marital status, emoluments, and job cadre. It indicates that these best influencing factors have a combined contribution of job satisfaction. Hence it is clear that the overall job satisfaction is significantly greater among respondents who are satisfied with each of the ten specific job factors. The result of the study reveals that 59.61 per cent of the employees are highly satisfied with their job while 40.39 per cent have expressed equally a high and low level of satisfaction.

#### 2. The factors influencing job satisfaction

**Personal Factors:** Various factors influence the job satisfaction of employees. The demographic factors like gender, marital status and age are not associated with the level of job satisfaction of the employees. There is no significant difference between the job satisfaction among the gender, marital status and age group of employees. Hence male and female, married and unmarried employees of different age groups had the same level of job satisfaction. Gender,



marital status and age taken in this study have only a marginal influence on job satisfaction level of employees.

**Job Factors:** The overall job satisfaction of employees is found to be influenced by job factors through some personal factors. In the first case the nature of job, the job satisfaction is found to be influenced by the job cadre. With regard to the working conditions and job satisfaction, it is found to be influenced by education. When taking into consideration relationship with colleagues and union and job satisfaction, it is found that this factor is influenced to a great extent by marital status. However, with regard to training and development the influencing factor is gender and emoluments. In my findings it has come to light that scope for advancement, safety and security, timings of work and leave and welfare measures are influenced by job satisfaction by three criteria such as education, experience and emoluments. With regard to the monetary benefits and grievance and redressal, it is found to be influenced by job satisfaction through education, experience and emoluments.

### 3. Suggestion for appropriate measures to improve the level of job satisfaction

Some suggestions are offered to improve the performance of TNSTC (CBE) LTD, Coimbatore and level of employees' satisfaction. It is mainly based on the findings of the study and suggestions offered by the sample employees.

1. Man power should be increased for reducing the excessive work load.
2. For reducing the stress, it is suggested that the present job to be redesigned for supervisory and managerial level of employees.
3. Management should take into account the inconvenience caused to the employees while they are performing the job.
4. Salary revision should be considered.
5. Route timings should be revised.
6. Innovative methods that are job effective must be employed.
7. Measures should be taken to make optimum use of welfare measures.
8. Employees should be given periodical workshops and orientation programmes to improve their job performance.
9. Promotion must be strictly on the basis of merit and performance.
10. Proper recognition should be given by introducing awards and rewards system for outstanding contribution.
11. In addition to the formal reward system, non monetary rewards and appreciation for better performance should be introduced for lower level employees.
12. Job satisfaction and dissatisfaction of transport employees should be evaluated periodically for evolving dynamic and pragmatic policies for corporation growth and development.

### 14. Conclusion

Job satisfaction is the sole right of a worker to claim. Psychological research studies prove that the employers should have a greater concern for job satisfaction and should ensure that their employees are well taken care off. Having this as a motivating factor, the researcher has made an attempt to study the job satisfaction and to identify the factors influencing job satisfaction in TamilNadu State Transport Corporation, Coimbatore. The findings reveal various factors

influencing the job satisfaction and it is expected that the study will be very useful to the government if positive measures are taken by the government accepting the suggestions made here. Every organization must be aware of the characteristics of the human beings to be happy. There is a great need to provide adequate facilities to transport employees. Hence, the Indian transport system should be given new thrust, so that the entire gamut of economic activity can be achieved.

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