



Employees' Job Attitude and Satisfaction in Tamil Nadu State Transport Corporation Undertakings

*¹R.Janakiraman, ² R.K.Sudha

*¹Assistant Professor PG & Research Department of commerce Sri Vinayaga College of Arts and Science Ulundurpet.India.

²Assistant Professor PG & Research Department of commerce Sri Vinayaga College of Arts and Science Ulundurpet.India.

Note: * Indicates corresponding author

ARTICLE DETAILS

Article History:

Received Date: 16/01/2019

Revised Date: 26/01/2019

Accepted Date: 30/01/2019

e-First: 10/02/2019

Keywords

job Satisfaction

Job Attitude

TNSTC Employees

Corresponding Author

Email: janakiramanvdm@gamai.com

(R.Janakiraman)

ABSTRACT

Job satisfaction is a pleasurable emotional and general attitude, which is the result of many specific attitudes in three areas namely: Specific job factors. Individual characteristics and Group relationship outside the job. The present study to analyses the employees job satisfaction of TNSTC and have been two statistical tools used namely was simple percentage and correlation and find out the employees problems and wages problem to suggest to solving employees problem.

1. Introduction

Tamil Nadu State Transport Corporation (TNSTC) is the second largest government bus transport corporation in India. Until 1996, Transport Corporation was bifurcated into 21 corporation which was later merged into Eight corporations such as MTC, SETC, TNSTC - Villupuram, TNSTC - Salem, TNSTC -Coimbatore, TNSTC - Kumbakonam, TNSTC - Madurai and TNSTC - Tirunelveli, with 241 depots, and five workshops. Employees who have positive perception and higher job satisfaction are usually less absent, less likely to apply for leave, more productive, more likely to display organisational commitment, and more likely to apply for be satisfied with their lives. But the job description of the Tamil Nadu State Transport Corporation is subject to revival. Sleep deprivation, work schedule and heavy work load deployed especially at festival times and continuous demands for wage hike are the vital factors correlated with job satisfaction of TNSTC employees. In view of this, an attempt has been made to study the job perception and satisfaction of transport workers in Tamil Nadu State Transport Undertakings (TNSTU). This study is intended to investigate the relationship between the job perception and satisfaction of Tamil Nadu state transport undertakings employees.

2. Theoretical Framework of the Thesis

To bring Maslow's need hierarchy theory of motivation in synchronization with empirical research, Clayton Alderfer redefined it in his own terms. His rework is called as ERG theory of motivation. He recategorized Maslow's hierarchy of needs into three simpler and broader classes of needs. In this present study as there are so many factors influencing job satisfaction, to group these factors, this Clayton Alderfer ERG theory has been taken as the base model to group the factors.

2.1 Existence Needs co-relate to Maslow's first two levels, this group of needs is concerned with providing the basic requirements for material existence, such as physiological and safety needs. In a work context this need is satisfied by money earned in a job for the purchase of food, shelter, clothing and so on. On the basis of existence needs, the following factors such as Quantum of salary, Incentives, Increment, Safety measures taken, Time duration given for rest and sleep, Quantum of festival advance and allowance, Quantum of overtime allowance and Maintenance of buses and method of repairing have been grouped under existence needs in this present study.

2.2 Relatedness Needs co-relate to Maslow's third and fourth levels, this group of needs focuses on the desire to establish and maintain interpersonal relationships with family, friends, co-workers and employers. This need includes the need to interact with other people, receive public recognition, and feel secured around people. In a work context and given the amount of time, most people spend at work this need is normally satisfied to some extent by their relationships with colleagues and managers. On the basis of this Relatedness needs, the following factors such as work environment and welfare measures, method of work shift, leave facility and relationship with higher officials have been grouped under relatedness needs for this study.

2.3 Growth Needs co-relate to Maslow's fourth and fifth levels, these needs are about the fulfillment of desires to be creative, productive and to complete meaningful tasks in order to build and enhance a person's self-esteem through personal achievement. These needs are all about by personal development. In a work context a person's job, career, or profession can provide a significant satisfaction of Growth needs. On the basis of this Growth needs the following factors such as Promotion and transfer, method of training, method of motivation and social status have been grouped under growth needs in this present study.

3. Statement of the Problem

- 3.1 TNSTC driver Dhandayuthapani told to *Times of India* that, most of them are suffering from gastro-intestinal problems due to unhygienic food and lack of sleep. "Sleep deprivation and eating unhygienic food will initially affect the digestion system and most of us have ulcers and other related diseases," he said. Further, traffic-related stress leads to blood pressure, cholesterol and heart disease, he added.
- 3.2 Pragadeeswaran, Resident Medical Officer, Government Rajaji Hospital, said drivers tend to suffer a lot of Skeleto-Muscular diseases caused due to work. They are prone to Cervical Spondylitis, Lumbar Spondylitis, Disk Prolapse and Lumbago Sciatica Syndrome (lower back pain) in general. The worst part is most of them are deprived of sleep due to long hours of driving and even tend to work overtime to earn extra few bucks. This can affect them seriously, he said.
- 3.3 Sampath S. Joint Secretary, Transport Corporation Staff Federation, told to *Times of India* that, the work schedule differed according to the type of buses. The city bus drivers work in two shifts starting from early morning at 5 to 11 pm. The drivers working in village operations work from afternoon to afternoon, spending the night at villages. As the mofussil buses operate round-the-clock, a driver completes the entire route between destinations driving up to 10 or 12 hours, he said. It seriously affects the health of drivers and conductors as well since their lifestyle itself is altered. Most drivers suffer stress-related diseases, Sampath says.
- 3.4 Chandrasekaran P. General Manager, TNSTC, Madurai, said that the corporation provides lot of free medical check-up facilities organised by various hospitals, besides eye-check up for drivers. However, Sampath points out that there is no mandatory health check-up for staff. The hospitals conduct these camps for commercial purposes, luring people to their hospitals.
- 3.5 During each festival season, there is a heavy rush of passengers. At these times, Tamil Nadu State Transport Corporation usually operates additional buses to handle the heavy rush during festival holidays. Hence drivers and conductors are forced and deployed with heavy workloads. As they are not spending their time with their family during these festival times and burden on their job will lead to dissatisfaction to them¹.
- 3.6 A writ petition has been filed at the Madras High Court, Madurai bench against additional working hours in the Tamil Nadu State Transport Corporation (TNSTC). Palanisamy. P. a driver in TNSTC, Kumbakonam division (Pudukkottai) has filed the petition stating that workers are required to work for more than 20 hours. He is also, the Zonal Secretary of 'Arvind Kejriwal Tamil Nadu General Workers Union.' During their journey, they have an interval of 15 to 30 minutes for breakfast, lunch and dinner. On many days they miss their foods, Palanisamy said².

But there is no yard stick to study the levels of job satisfaction of them and no method is very specific to identify the factors influencing the job perception and satisfaction of TNSTC's drivers and conductors. Based on the above research problems, to study employees' job perception and to identify the problems on job satisfaction, the researcher has conducted an in-depth study on topic entitled on "Employees' Job Perception and Satisfaction in Tamil Nadu State Transport Corporation Undertakings."

4. Objectives of the Study

1. To study and analyse the employees' job perception and levels of job satisfaction in Tami Nadu State Transport Corporation Undertakings.
2. To find out the most important factors influencing employees' job perception and levels of satisfaction in Tamil Nadu State Transport Corporation Undertakings.
3. To find out the problems of the employees and to offer valid suggestions with regard to employees' job satisfaction in Tamil Nadu State Transport Corporation Undertakings.

5. Scope of the Study

As the nature of the job of drivers and conductors is widely differ from other employees of TNSTC like Technical staff, Administrative staff and others, only Drivers and Conductors of TNSTC have been taken for this study as respondents. Hence, Drivers and Conductors of TNSTC are considered as the employees of TNSTC for this study. Among the eight corporations of TNSTC, five corporations such as TNSTC Villupuram, TNSTC Kumbakonam, TNSTC Salem, TNSTC Madurai and TNSTC Coimbatore have been covered for this study. Factors determining job perception and satisfaction like recruitment, selection, training, promotion, salary, advances, allowances, job design, safety, security, grievances of employees, motivation, activities of TNSTC trade unions and welfare activities of TNSTC have been considered in this study.

6. Methodology

This study is based on both primary and secondary data. For collecting primary data, interview schedule technique has been adopted. The sample size of the respondents has been determined by using sample size calculator through the web source www.surveysystem.com/sscalc.html and the respondents have been identified randomly by using proportionate random sampling technique. Appropriate scaling techniques have been adopted wherever the necessity arises. The secondary data were collected from various sources such as Journals, Articles, Books, News papers, CIRT Reports and Websites and so on. MLA model has been followed for methodology by the researcher and for the report writing of this work.

Table 1
Division wise Classification of TNSTC Drivers and Conductors

Sl. No	Divisions	No of Drivers	No of Conductors	Total
1.	TNSTC Villupuram	8,292	8,160	16,452
2.	TNSTC Kumbakonam	8,529	8,546	11,075
3.	TNSTC Salem	4,868	4,902	9,770
4.	TNSTC Madurai	5,608	5,697	11,305
5.	TNSTC Coimbatore	7,132	7,046	14,178
Total		34,429	34,351	62,780

Source: CIRT Report 2015-2016.

6.1 Determination of Sample size

Out of the total number of drivers 34429 and out of the total numbers of conductors 34351 the number of sample respondents from drivers and conductors has been determined as 191 and as 191 respectively. Hence the total size of the sample is 382. The proportionate sample selection from each division has been explained in the table 3.2.

Table 2
Proportionate Sample Selection

S. No	Drivers	Conductors	Total Samples
1	TNSTC Villupuram = $\frac{191}{34429} \times 8292 = 46$	TNSTC Villupuram = $\frac{191}{34,351} \times 8160 = 46$	92
2	TNSTC Kumbakonam = $\frac{191}{34429} \times 8529 = 47$	TNSTC Kumbakonam = $\frac{191}{34,351} \times 8546 = 47$	94

3	TNSTC Salem = $\frac{191}{34429} \times 4868 = 27$	TNSTC Salem = $\frac{191}{34,351} \times 4902 = 27$	54
4	TNSTC Madurai = $\frac{191}{34429} \times 5608 = 31$	TNSTC Madurai = $\frac{191}{34,351} \times 5697 = 31$	62
5	TNSTC Coimbatore = $\frac{191}{34429} \times 7132 = 40$	TNSTC Coimbatore = $\frac{191}{34,351} \times 7046 = 40$	80
Total = 191		Total = 191	382

Source: Computed from CIRT report 2014-2015

6.2 Pilot Study

Pilot Study has been conducted with 50 respondents during the period of October – 2017. On the basis of field experience during the pilot study, the interview schedule has been finalised.

6.3 Statistical Tools

The following are the statistical tools applied for this present study. They are,

1. Simple Percentage Analysis
2. Correlation

6.4 Simple Percentage Analysis

Simple Percentage Analysis has been used to find out the views and opinion of the respondents under this study.

$$\text{Percentage} = \frac{\text{No. of respondents}}{\text{Sample size}} \times 100$$

6.5 Correlation Pearson Correlation Coefficient

The Pearson Correlation Coefficient is a very helpful statistical formula that measures the strength between variables and relationships. In the field of statistics, this formula is often referred to as the Pearson R test. When conducting a statistical test between two variables, it is a good idea to conduct a Pearson Correlation Coefficient value to determine just how strong that relationship is between those two variables.

In order to determine how strong the relationship is between two variables, a formula must be followed to produce what is referred to as the coefficient value. The coefficient value can range between –1.00 and 1.00. If the coefficient value is in the negative range, then that means the relationship between the variables is negatively correlated, or as one value increases, the other decreases. If the value is in the positive range, then that means the relationship between the variables is positively correlated, or both values increased or decreased together. Here under the formula for conducting the Pearson Correlation Coefficient value.

$$r = \frac{\sum xy}{\sqrt{(\sum x^2)(\sum y^2)}}$$

7. Limitations of the Study

1. The Drivers and Conductors of MTC, SETC and TNSTC, Tirunelveli have been excluded from this study.
2. As the sample respondents have been taken from divisions of TNSTC, no special care has been given to depots.
3. This study does not cover the aspect of employees' attitude and performance towards job satisfaction.

Table 3
Socio-demographic characteristics of respondents

Variable	No. of Respondents	Percentage
Age		
Below -30	69	18
31-40	191	50
41 – 50	98	25.7
Above 51	24	6.3
Level of education		
HSC	283	74.1
UG	73	19.1
PG	21	5.5
Diploma	5	1.3
Nature of job		
Drivers	191	50
Conductors	191	50
Income (per month)		
Upto 10000	57	10
10001-20000	209	40
20001-30000	93	20
Above 30001	07	30
Experience of Respondent (years)		
Below 10	151	39.5
11 – 20	147	38.5
21 –30	76	19.9
Above 31	08	2.1

Source: Primary data

The table shows that socio – demographic factors of Tamilnadu State Transport Corporation employees. It revealed that 50 per cent of the respondents were at the age group from 31 to 40. It is also significant to notice that 40 per cent of the respondents were having experience in between 11 to 20 years. Most of the respondents (30/50) that is 60 per cent have possessed higher secondary level of education. It is significant to notice that some of the respondents (5/50) that is 10 per cent were post graduates. Most of the respondents (20/50) that is 40 per cent were under the income group of Rs. 10,001 to Rs. 20,000. Some of the respondents (15/50) that is 30 percent were earn more than Rs. 30,000.

Table 4
Correlation between Employees' Job Perception and Satisfaction

S. No	Variable	R	Result P value:(-1 to 1)
I	Variables Related with Existence Needs		
	Selection and recruitment	0.929	Significant
	Salary and allowances	0.942	

	Employees' Safety Measures	0.909	
2	Variables Related with Relatedness Needs		Significant
	Employees' welfare activities	0.948	
	Employees' job design	0.487	
	Employees' grievance redressal system	0.878	
3	Variables Related with Growth Needs		Significant
	Training and Development	0.981	
	Employees' motivation	0.923	
	Employees' Promotion and Transfer	0.931	

Source: Computed from Primary Data

The table 2 reveals that correlation between the job perception and job satisfaction of the TNSTC employees. To correlate job perception and satisfaction the factors influencing job perception and satisfaction have been grouped on the basis of Clayton Alderfer's ERG Theory. Variables such as selection and recruitment, salary, allowances and employees' safety measures have been grouped under Existence needs. Variables such as employees' welfare activities, job design and grievance redressal system are grouped under relatedness needs. Variables such as training and development, motivation and promotion and transfer have been grouped under growth needs. From the table 4.37, it is proved that all the factors related with job perception significantly correlated with all factors related with satisfaction at the P value in between -1 to 1.

8. Suggestions

- 8.1 The three- year duration of the 11th wage agreement that was made in 2010 during the previous state government's regime came to an end on August 31, 2013. The present state government has not yet taken steps to make the 12th wage agreement for the employees of TNSTC. As opined by the respondents, delayed and denied monetary benefits to the TNSTC employees lead to dissatisfaction among them. It has been proved in this present study. Hence, it is suggested that the 12th wage agreement should be implemented without any delay and the wage system should be revised once in three years. It is also suggested that sanction of P.F loans to the employees should be made without any delay.
- 8.2 It is suggested that Medical inspectors to be appointed to ensure whether the drivers and conductors had been at sufficient sleep and rest. This may enhance them from sleep deprivation during their work. It is also suggested that periodical medical checkup and counseling must be given by the Medical inspectors regarding the employees health consciousness and avoiding tobacco products and free from alcoholism.
- 8.3 As opined by the respondents, it is suggested that in order to get hygienic food, water and toilet facilities, the corporation may establish motels at appropriate places and the motels should be equipped with crew's rest room. This may avoid drivers and conductors unhygienic food outside and this may curtail the health related issues at their work.
- 8.4 As in Central Government Offices, Corporation may take initiatives to create recreational facilities like table tennis, carom and chess and so on in each and every depot. More over it is also suggested that magazines, periodicals and newspaper which are very much related to their filed must be offered in each depot.
- 8.5 As the drivers and conductors are often suffering from work related diseases like Skeleto-Muscular diseases, Cervical disorders and so on, Health centers in each head quarters must be initiated for the welfare of the employees and their family.
- 8.6 The corporation of a particular region must develop cordial and harmonious relationship with the corporation of other regions. This will enhance them to help the drivers and conductors of others corporation among themselves during bus breakdowns. This attitude will lead the passengers a comfortable journey.
- 8.7 As opined by the respondents, they are often confronted in disputes with the passengers regarding the various fixations of buses fare and bus stopping. Because the corporation operates buses on various names such as ordinary buses, express buses, point to point buses, fast passenger buses and so on, and the fares also vary from

one another. This should be brought to the notice of the passengers through appropriate media so that the employees may justify the fare and bus stopping oriented disputes having the reference made by the corporation. Besides the employees should be sent to compulsory training programmes such as yoga, Meditation and stress management to maintain cordial and friendly relationship with passengers.

9. Conclusion

Transport is bringing socio- economic opportunities with the reach of the poor and enabling economies to be more competitive. Transport infrastructure connects people to jobs, education and health services; enables the supply of goods and services around the world and allows people to interact and generate the knowledge that creates long term growth.

TNSTC benefits all sections of the society particularly the economically weaker sections. The STUs are functioning well through the government's people –centric policies and increased operational efficiency. Even though, the STUs must pay more attention to the welfare of employees to provide better services.

After having studied they employees' job perception and satisfaction, it is concluded that incase of employees' job perception and satisfactions regarding work environment, grievance redressal system, levels of salary and promotion system resulted negative. Hence, the STUs must pay keen attention to ensure the welfare of the employees and to provide proper canteen facilities, crew's rest room facilities, toilet and other facilities in each depot. Besides the present grievance redressal forum, the Transport Corporation may encourage quality control circle system in TNSTC. As it is the voluntary group of employees doing similar work they can analyses and resolves problems for better solutions. The Transport Corporation should inculcate the morale and discipline among TNSTC employees through the proper welfare activities. It is the only key to match the employees' job perception and satisfaction.

Reference

1. Arockiaraj J. "Government Bus Drivers' health was a major causes for concern". *Times of India* 17 December 2011–31 December 2011 <http://articles.timesofindia.indiatimes.com/madurai/30528981_1_bus-drivers-tnstc-long-routes1.html>
2. Palanisamy, "TNSTC Employees forced to Work Extra Hours" *Time of India* 22 April 2014, <<http://timesofindia.indiatimes.com/city/madurai/ TNSTC employees-forced-to-work-extra-hours-Plea/articles how/ 34068 699.cms.>>