



A STUDY ON JOB SATISFACTION OF EMPLOYEES' AT KSRTC IN MANDYA DISTRICT

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ABSTRACT

Managing employees in the organization is the crucial task which helps to get the greatest return in terms of productivity. The management of workforce starts with acquiring the required human resources, providing extensive training and development, maintaining the compensatory issues and finally separate the human resources based on functional specification. One of the factors of production which contributes the greatest return to organizational growth and development are the employees of an organization. Employees play a crucial role in the organization. Organizations have three major objectives of managing the human resources i.e. to provide job satisfaction, optimum utilization of available human resources and to provide employment opportunities. In this context, the present research addresses the critical aspect of job satisfaction of employees in KSRTC, Mandya District. The empirical study is based on primary data which was collected through a structured questionnaire using a Likert five-point scale by a random sample of 50 respondents in Mandya District in Karnataka.

KEYWORDS : Job Satisfaction, Productivity, KSRTC employees, Organizational Development

INTRODUCTION

In the modern era, the management of human resources takes different forms by the convergence of human resource planning as talent management, wage administration as total reward management, from commodity concept to human asset or human capital management etc. Today, the success of individuals' desires and organization desires are measured by their dynamic nature. Organizations have abundance thinking of what work is and how people should work. Employment now means more than having a job. It is not just something an individual does, but a combination of shared responsibilities and duties between the organization and the individual (Zorlu Senyucel). Human resources management is a management function that helps managers' recruit, train and develop members of an organization. Obviously, HRM is concerned with the people's dimension in the organization. The role of the Human Resource Department had changed dramatically over the past 30 years and will become increasingly more strategic in nature in the future. The emerging trends in Human Resources Department include Talent Management, Balanced Scorecard, Outsourcing, Six Sigma etc. When people describe employee attitudes or perception, they usually mean job satisfaction, which describes a positive feeling about their job, resulting from an evaluation of its performance-based characteristics. A person with a high level of job satisfaction definitely holds a positive feeling about his or her job, while a person with a very low-level satisfaction holds negative feelings. The organizational performance and job satisfaction of employees, both are dependent variables which help in getting mutual benefits by both organization as well as employees. The enhancement of productivity of an individual employee is not confined with only economic incentives as it influenced by psychological and social dynamics. The present study attempts to analyze employees' job satisfaction in Karnataka State Road Transport Corporation (KSRTC) in Mandya district in Karnataka.

REVIEW OF LITERATURE

- Tharikh et al. (2016) study showed that workplace satisfaction, organization commitment and organizational behavior are statistically important and are correlated variables.
- Robertson & Kee (2016) studied workplace satisfaction in a computer-mediated context, particularly with the use of

social media. Results showed that workers satisfaction at work is optimistically connected by the quantity of time they spend on facebook interacting with colleagues.

- Saner & Eyupoglu (2015) investigated whether job satisfaction exists among bank employees. Their study revealed that employees were moderately satisfied with their job variables.
- Lu et al. (2007) found that 50% of nurses were extremely satisfied with their occupations and 15% exhibited severe occupational stress. Most of the sample population opined a higher level of organizational and professional commitment and also reported very low level of role conflict and role vagueness.
- Koustelios (1991) reviewed a number of research studies associating occupation satisfaction with a number of features of organizational tradition: organization mass, workers background, attitudes and national tradition. It was found that there was an important dissimilarity in occupational satisfaction amid workers who function in dissimilar organizational cultures.

OBJECTIVES OF THE STUDY

- To study job satisfaction among employees in KSRTC.
- To analyze the factors influencing employees' job satisfaction.

RESEARCH METHODOLOGY

Research methodology addresses the process of the research, describing how the research will be accomplished.

Sources of Data: Primary Data for the study was obtained through a questionnaire, wherein, KSRTC employees' response were elicited. Secondary Data was obtained from books, research papers, magazines, journals and e-resources.

Research Design: Research design represents a combination of methods and measures critical in conducting research to arrive at testing assumptions and hypotheses. The design used for this study was a descriptive research design. The studies concerning whether certain variables are associated are descriptive research studies.

Sampling Design: KSRTC employees' in Mandya District were the population for this study. The sampling method used was simple random sampling. A sample of 50 employees was taken as a representative for conducting the study.

Method of Data Collection: The methodology used for the study included quantitative methods for collecting and analyzing data. Data was collected through a researcher-designed survey questionnaire.

Framework of Analysis: The collected data was processed by means of quantitative research methods. Likert Scale (5 Point Scale) was used in the questionnaire to record responses. Every individual was asked to indicate agreement or disagreement with various job factors. The individual was also required to state how strongly he or she agrees or disagrees with a statement.

Limitations of the study

- The study was essentially a micro level study restricted to KSRTC, Mandya District.
- The study was constrained by time limitations.
- The sample size of the respondents was limited to 50 employees.
- Responses depended on perception of respondents which could be based on wrong assumptions or bias.

DATA ANALYSIS & INTERPRETATION

Table-1: Demographic Profile of KSRTC Employees

Gender	Fq	(%)	Marital Status	Fq	(%)
Male	35	70	Married	32	64
Female	15	30	Unmarried	18	36
Total	50	100	Total	50	100

Education	Fq	(%)	Age	Fq	(%)
SSLC	08	16	20-25 yrs	06	12
PUC	25	50	26-30 yrs	12	24
Degree	14	28	31-35 yrs	17	34
Others	03	06	36 yrs & above	15	30
Total	50	100	Total	50	100

Source: Field Survey

Demographics of KSTRC Employees

The gender status of employees is categorized with 70% of the respondents as male and 30 % of the respondents as female. KSRTC provides more employment opportunities to the male employees rather than the female employees. The age structure of employees is that 34% of the respondents belong to the age group of 31 to 35 years, 30% of the respondents in the age group of 36 years and above, 24% of the respondents between 26 to 30 years and remaining 12% in the age group of 20 to 25 years. 50% of the employees' educational qualification is PUC, 28% of the respondents are Degree holders, 16% of the respondents' qualification is only SSLC and the remaining 6% of the respondent have studied ITI or any other such course and 64 % of the respondents are married while 36% of the respondents are unmarried.

Table -2: Frequency Analysis Based on Employee Job Satisfaction\Dissatisfaction

Sl.no.	Factors	Satisfaction (%)	Dissatisfaction (%)	(%)
1	Salary	54	46	100

2	Work-Life Balance	65	35	100
3	Relationship with Superior	80	20	100
4	Awards	42	58	100
5	Training	58	42	100
6	Working Hours	60	40	100
7	Lunch Break, Rest & Leaves	40	60	100
8	Management Style	70	30	100
9	Rules & Regulations	56	44	100

Source: Field Survey

5 Point Scale: S.A - Strongly Agree; A - Agree; N.A.N.D - Neither Agree Nor Disagree; D.A - Disagree; S.D.A - Strongly Disagree

Employees' Satisfaction\Dissatisfaction Levels

Based on the above table, it was found that 54% are satisfied and 46% are dissatisfied with salary structure of the organization; 65% are satisfied and 35% are dissatisfied with the work-life balance they have due to the pressures of the job; 80% are satisfied and 20% are dissatisfied with the relationship they have with their superior at the workplace; 42% are satisfied and 58% are dissatisfied with the awards they receive due to their efficiency at the job; 58% are satisfied and 42% are dissatisfied with the training given by the organization; 60% are satisfied and 40% are dissatisfied with the working hours; 40% are satisfied and 60% are dissatisfied with the lunch break, rest & leaves given to employees during their tenure; 70% are satisfied and 30% are dissatisfied with the management style; Lastly, 56% are satisfied and 44% are dissatisfied with the rules & regulations at the organization.

It can be concluded that majority of employees are satisfied with the salary structure of the organization, work-life balance, relationship with their superior, training given by the organization, working hours, management style and rules & regulations at the organization. However, they are dissatisfied with the awards system, lunch break, rest pauses and leaves.

SUGGESTIONS

Based on the above findings, the following are the suggestions given in the study:

- Pay Review decisions should be time bound and not be delayed.
- Job Rotation Policy should be implemented for maintaining work-life balance in employees.
- Efficient employees should be rewarded and recognized by revamping award system in the organization.
- Training needs of employees should be assessed systematically.
- Adequate rest (work pauses) and leaves should be sanctioned to employees due to high stress at the job.
- Worker empowerment should be instituted by the Management to enhance management-worker relations.

CONCLUSION

Organizational performance and Job satisfaction of employees are correlated variables which provide mutual

benefits to both organizations as well as employees. The enhancement of productivity of an individual employee is not confined to only economic incentives, however, it also influenced by psychological and social factors. From the above study, it can be concluded that there is a need to change the system of managing human resources in the organization. The Management have to review their policies in areas such as award system, work recognition, rest period, participative management and training needs assessment. In today's era, employees are the assets of the organization. Hence, government needs to intervene and consider the employees' requirements for the benefit of both the organization and employees.

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