



Employees' job Perception and Satisfaction in Tamilnadu State Transport Corporation Undertakings

KEYWORDS

job Perception, Job Satisfaction, Drivers, Conductors, TNSTC employees and State Transport Corporation.

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ABSTRACT *The purpose of this study is to investigate the relationships between employee perception and job satisfaction in the Tamilnadu State Transport Corporation. Data were gathered by using a interview schedule method with 382 respondents. Findings revealed positive relationships between perceptions of equity, where a "motivator" was the outcome in the comparison, and job satisfaction. The study also revealed that there was no relationship between perceptions of equity and job satisfaction where a "hygiene factor" was the outcome in the comparison. This study is exploratory and findings are not conclusive. Its implications and limitations are discussed.*

Introduction

The purpose of this study is to investigate the relationships between employee perception and job satisfaction in the Tamilnadu state transport corporation. Job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. Job satisfaction has been studied both as consequence of many individual and work environment characteristics and as an antecedent to many outcomes. Employees who have higher job satisfaction are usually less absent, less likely to leave, more productive, more likely to display organisational commitment, and more likely to be satisfied with their lives. TNSTC is the second largest government bus transport corporation in India, after APSRTC. It is fully owned and operated by Government of Tamil Nadu. It caters to all the districts within Tamil Nadu and also operates services to neighboring states of Karnataka, Kerala, Andhra Pradesh and union territory of Puduchery. Until 1996, Transport Corporation was bifurcated into 21 corporation which was later merged into 8 corporations, 241 depots, and five workshops such as MTC, SETC, TNSTC Villupuram, TNSTC Salem, TNSTC Coimbatore, TNSTC Kumbakonam, TNSTC Madurai and TNSTC Tirunelveli.

Perception

According to Udai Pareek and others' "Perception can be defined as the process of receiving, selecting, organizing, interpreting, checking and reacting to sensory stimuli or data". Stephen P. Robbin's defines perception as "a process by which individuals organize and interpret their sensory impressions in order to give meaning to the environment".

Perceptual Process

It is already defined perception as a process of receiving, selecting, organizing, interpreting, checking and reacting to stimuli. This is like an input-throughput-output process in which the stimuli can be considered as 'inputs', transformation of 'inputs' through selection, organization and interpretation as 'throughputs' and the ultimate behaviour/ action as 'outputs'. This whole perceptual process can be presented as follows:



Fig.1 Perceptual Process

Factors Affecting Perception

Factors that influence perception relate to the perceiver, perceived and situation. All these factors are of two kinds – (i) internal (Endogeneous) Factors, and (ii) External (Exogeneous) Factors.

Internal Factors	External Factors
<ul style="list-style-type: none"> ➤ Needs and Desires ➤ Personality ➤ Experience 	<ul style="list-style-type: none"> ➤ size, ➤ intensity, ➤ frequency/ Repetition, ➤ Contrast ➤ Status ➤ Movement

Job Satisfaction

In organizational behaviour, job satisfaction is the most important and frequently studied attitude. Here, we shall dissect the concept more carefully. What is after all the meaning of job satisfaction? What determines of satisfaction? How is job satisfaction measured? What are its effects on employee productivity, absenteeism, and turnover rates? This section answers to all these questions¹.

Determinants of Job Satisfaction

Organizational Determinants	Individual Determinants
<ul style="list-style-type: none"> ➤ Pay ➤ Work itself ➤ Quality of Supervision ➤ Working conditions 	<ul style="list-style-type: none"> ➤ Age ➤ Gender ➤ Status and Seniority ➤ Marital Status

Statement of the Problem

1. S. Sampath, Joint Secretary, Transport Corporation Staff Federation, told to Time of India that the work schedule differed according to type of bus. 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.

2. P Chandrasekaran, general manager, TNSTC, Madurai, said the corporation provided lots of free medical check-ups 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. "It's high time the corporation makes health check-up mandatory for the crew so that their health issues are better addressed," he says.

3. 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 times with their family during these festival times and burden on their job will lead to dissatisfaction to them². 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). P Palanisamy, 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 missed their foods, Palanisamy said. As per Section 13 of the Tamil Nadu Transport Motor Workers Act, 1961, no worker should be required or allowed to work for more than eight hours per day and 48 hours in a week. During festive season, the working hours can be extended to 10 hours and 54 hours respectively, said advocate P Ganapathi Subramanian. Further, a worker who works for more than five hours, should be given rest for at least 30 minutes as per Section 15 of the Act, he said. Contrary to this, the workers are required to work for more than 21 hours per day and 63 hours in a week. Palanisamy obtained information regarding this under the Right to Information Act, which disclosed the illegal duty hours of the bus drivers.³ 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 satisfaction of TNSTC's drivers and conductors.

Based on the above research problems, to study employees' job perception and to identify the problem on job satisfaction, the researcher is about to conduct an in-depth study topic entitled on "Employees' job Perception and Satisfaction in Tamilnadu State Transport Corporation Undertakings."

Objectives of the Study

1. To study the employees' job perception and levels of job satisfaction in Tamilnadu State Transport Corpora-

tion Undertakings.

- To find out the most important factors influencing employees' job satisfaction in Tamilnadu State Transport Corporation Undertakings.
- To find out the problems of the employees' with regard to job satisfaction in Tamilnadu State Transport Corporation Undertakings.

Scope of the Study

Only the drivers and conductors of TNSTC have been studied for this study. The nature of the job is widely differ from other employees of TNSTC like technical staff, administrative staff and others. A case was filed in August 2011 with the Madurai Bench about drivers and conductors being forced to work at over time in transport corporations. The case is still pending before the court. There is a need to take in-depth research on drivers' and conductors' job perception and levels of satisfaction. With this aspect the researcher is about to conduct a research the aspects covering employees' job perception and satisfaction in Tamilnadu State Transport Corporation undertakings.

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 restricted to 382 and they have been identified randomly by using proportionate random sampling technique. Appropriate scaling technique has been adopted where ever the necessity arises.

Statistical Tools

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

- Simple percentage analysis and
- Chi-square test

Hypothesis

H₀ There is no association between demographic factors and job perception

H₂ There is no association between demographic factors and levels of job satisfaction

Table 1
Socio-demographic Characteristics of Respondents

Variable	No. of Respondents	Percentage
Age		
Below -30	69	18
31-40	191	50
41 – 50	98	26
Above 51	24	6
Level of Education		
HSC	283	74
UG	73	19
PG	21	6
Diploma	5	1
Job Position		
Driver	191	50
Conductor	191	50

Experience of Respondent (years)		
Below 10	134	35
11 – 20	159	42
21 –30	75	19
Above 31	14	4
Income (per month)		
Upto 10000	57	15
10001-20000	209	55
20001-30000	96	25
Above 30001	20	5

Source: Primary data

Table 1 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 42 per cent of the respondents were having experience in between 11 to 20 years. Most of the respondents (283/382) that is 74 per cent have possessed higher secondary level of education. It is significant to notice that some of the respondents (73/382) that is 19 per cent were under graduates. Most of the respondents (209/382) that is 55 per cent were under the income group of Rs. 10,001 to Rs. 20,000. Some of the respondents (96/382) that is 25 percent were at the income level of Rs. 20,001 to 30000.

Table 2
Level of Job Perception of TNSTC employees

S. No	Factors	Highly agree	Agree	Neutral	Disagree	Highly disagree	Total
1.	There is proper recruitment through employment exchange	19 (5%)	277 (72.5%)	13 (3.4%)	60 (15.7%)	13 (3.4%)	382 (100%)
2.	Special care is given by the corporation regarding health of the employee	26 (6.8%)	106 (27.5%)	39 (10.2%)	149 (39%)	63 (16.5%)	382 (100%)
3.	Working environment is congenial and comfortable	36 (9.4%)	62 (16.2%)	67 (17.5%)	124 (32.5%)	93 (24.3%)	382 (100%)
4.	Frequent medical check up and medical counselling is given	27 (7.1%)	107 (28%)	66 (17.3%)	101 (26.4%)	81 (21.2%)	382 (100%)
5.	The present salary and incentive system is proper and good	17 (4.5%)	115 (30.1%)	29 (7.6%)	124 (32.5%)	97 (25.4%)	382 (100%)
6.	Increment is properly announced and implemented	27 (7.1%)	67 (17.5%)	24 (6.3%)	128 (33.5%)	136 (35.6%)	382 (100%)
7.	Transfer is given on the need based	35 (9.2%)	66 (17.3%)	65 (17%)	127 (33.2%)	89 (23.3%)	382 (100%)

8.	Proper promotion policy is adopted	27 (7.1%)	90 (23.6%)	55 (14.4%)	115 (30.1%)	95 (24.9%)	382 (100%)
9.	There is no hesitation by the employees to address the grievance to the higher officials	17 (4.5%)	100 (26.2%)	42 (11%)	110 (28.8%)	113 (29.6%)	382 (100%)
10.	Officials are giving meticulous efforts to redress the grievances of the employees	54 (14.1%)	79 (20.7%)	55 (14.4%)	133 (34.8%)	61 (16%)	382 (100%)

Source: Primary data

The above table is having some important factors related with TNSTC employees’ job perception. The levels of perception has been analysed with the five point scale. From the table it is clear that the employee’s perception about the recruitment is highly agreed with five per cent of the total respondents and it is also significance notice that 72.5 per cent of respondent agreed the same factor. Perception factor regarding medical checkup and medical counseling is stood at negative. Because 26.4 per cent of the respondents disagreed with this factor and 21.2 per cent of the respondents have stated highly disagreed. It is evident from the above table that there is need for strong grievance redress forum, because the factor regarding officials efforts to redress the grievance of the employees have been disagreed with 34.8 per cent and highly disagreed with 16 per cent of the respondents respectively. The perception factor regarding hesitation by the employees to address the grievance to the higher officials has also produced negative result. Because the above table has stated that 28.8 per cent of the respondents disagreed with this factor and 29.6 per cent of the respondents highly disagreed. Job perception factor about increment have also been produced negative result. Because 33.5 per cent of the respondents disagreed with this factors and 35.6 per cent of the respondents have highly disagreed.

Table 3
Levels of job satisfaction of TNSTC Employee

S. No	Factors	Highly satisfied	Satisfied	Neutral	Dissatisfied	Highly dissatisfied	Total
1.	Employees selection and appointment	23 (6%)	168 (44%)	40 (10.5%)	117 (35.6%)	34 (8.9%)	382 (100%)
2.	Level of Salary	34 (8.9%)	49 (12.8%)	24 (6.3%)	133 (34.8%)	142 (37.2%)	382 (100%)
3.	System of increment	26 (6.8%)	62 (16.2%)	16 (4.2%)	120 (31.4%)	150 (41.4%)	382 (100%)
4.	Method of transfer and promotion	23 (14.1%)	52 (13.6%)	59 (15.4%)	128 (33.5%)	120 (31.4%)	382 (100%)
5.	Method of leave availed	23 (14.1%)	105 (27.5%)	48 (12.6%)	110 (28.8%)	96 (25.1%)	382 (100%)

6.	Work shift and rotation	72 (15.8%)	91 (23.8%)	26 (6.8%)	101 (28.8%)	92 (24.1%)	382 (100%)
7.	Period of time given for the completion of work assigned	30 (7.9%)	74 (19.4%)	39 (10.2%)	118 (30.9%)	121 (31.7%)	382 (100%)
8.	Maintenance of buses.	18 (4.7%)	25 (6.5%)	65 (17%)	122 (31.9%)	152 (39.8%)	382 (100%)

Source: Primary data

The above table 3 exhibits the level of job satisfaction of Tamilnadu State Transport Corporation employees. It is highly significant to notice that 31.4 per cent of the respondent have dissatisfied and 41.4 per cent of the respondent have highly dissatisfied with the system of increment followed by the Tamilnadu State Transport Corporation. It is also significant to notice that only 14.1 per cent respondents have highly satisfied and 13.6 per cent of the respondents have satisfied with the method of transfer and promotion followed by this corporation. Though 26.4 per cent of the respondents have dissatisfied with their work shift and rotation, it is also to be noticed that 23.8 per cent of respondents have satisfied and 18.8 per cent of the respondents highly satisfied with the work shift and rotation system. It is also clear from the above table that 31.9 per cent of the respondents have dissatisfied and 39.8 per cent of the respondents have highly dissatisfied with the maintenance of buses by the corporation.

Table 4

Test of Chi-Square Analysis on the Association between Age and special care is given by the corporation regarding health of the employees'

Ho₁ There is no association between age and special care is given by the corporation regarding health of the employees.

Expected Frequency:

36.9	43.7	20.6	3.9
9.1	10.9	5.1	0.9
13.7	16.2	7.6	1.4
55.4	62	29.3	5.5
22.1	26.2	12.4	2.3

Source: Computed from Primary Data

Calculated c² Value = 73.960

df = (r - 1) (c-1) = (5-1) (4-1) = 12

Table value @ 5% level = 21.026

Result: The calculated value (73.960) is greater than the table value (21.026). Hence, the null hypothesis is rejected. Therefore, there is an association between age and special care is given by the corporation regarding health of the employees.

Table 5

Test of Chi-Square Analysis on the Association between experience and level of salary

Ho₂ There is no association between experience and level of salary

Expected Frequency:

17.2	20.4	9.7	0
12	14.1	4.8	0
8.4	9.9	4.8	0
46.6	55.3	14.7	4.9
49.8	59.1	27.8	5.2

Source: Computed from Primary Data

Calculated c² Value = 50.909

df = (r - 1) (c-1) = (4-1) (5-1) = 12

Table value @ 5% level = 21.026

Result: The calculated value (50.909) is greater than the table value (21.026). Hence, the null hypothesis is rejected. Therefore, there is an association between experience and level of salary.

Table 6

Test of Chi-Square Analysis on the Association between experience and system of increment

Ho₃ There is no Association between experience and system of increment

Expected Frequency:

21.7	10.8	12.1	0
9.1	10.8	5.1	0
21.7	10.9	0	0
42	49	23	4.4
55.4	65.7	31	5.8

Source: Computed from Primary Data

Calculated c² Value = 37.139

df = (r - 1) (c-1) = (4-1) (5-1) = 12

Table value @ 5% level = 21.026

Result: The calculated value (37.139) is greater than the table value (21.026). Hence, the null hypothesis is rejected. Therefore, there is an association between experience and system of increment.

Suggestion and Conclusion

To stay awake while on duty, many drivers and conductors badly depends on tobacco. Alcoholism and tobacco addiction is taking it is toll on their health. Due to sleep deprivation many drivers and conductors suffer stress, hypertension and other disease. It is suggested that the transport corporation authorities should ensure they were given sufficient sleep before duty. Also it is suggested that to establish a medical team with a chief doctor in every branches and drivers and conductors should report health-related issue to this team. It is also suggested that the corporation make health check up mandatory for the crew and besides free medical check up the corporation should also conduct frequent refresher courses for drivers and conductors which should include yoga, public relations, stress management and technical training, helping them to work better.

As employees' perception and satisfaction regarding work environment, grievance redressal system, level of salary and promotion system resulted negative it is suggested that the corporation should ensure proper canteen facilities, rest room, toilet and other facilities in each depot. Besides the present grievance redressal forum, the corporation may encourage quality control circle system in TNSTC.

As it is an voluntarily group of employees doing similar work they can analyses and resolve problems for better results. It may be concluded that the corporation should inculcate the morale and discipline among TNSTC employees through statutory and voluntary welfare activities. It is the only key to match the employees' job perception and satisfaction.

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