



## COMPARATIVE ANALYSIS OF EMPLOYEE JOB SATISFACTION ON TNSTC AND PRIVATE OWNED TRANSPORT ORGANISATION IN TAMILNADU

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### **Abstract**

*The human being strives to seek satisfaction in every aspect of the working life. There are many ways to seek satisfaction by an individual in general but it is complex to measure accurately the level of job satisfaction perceived by employee particularly in Tamil Nadu State Transport Corporation Limited and Private Owned Transport Organization. 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 job satisfaction. It is important for every corporation to care about the employee's job satisfaction through these factors. Whenever, a slackness in any of the above mentioned factors it directly affects the individual employee and that will affect in the form of demoralization and disappointment. In this research an attempt was made to assert that to what extent the top management of Tamil Nadu State Transport Corporation and Private Owned Transport Organization has been taken care of the employee's welfare and to analyze the extent of motivation practice to make a friendly approach with the employees.*

**Keywords:** *Employee satisfaction, Organizational culture, Work Environment.*

### **Introduction**

Satisfaction was subsequently linked to increase in productivity. Happy employees are productive employees". This statement made by HR Professional and managers in organizations. Work performance and behaviors are consultant attached with physical conditions of work such as noise, illuminations of heat, humidity etc. It is now increasingly realized that many work behavior problems are associated with productivity, morale, absenteeism, accidents, fatigue etc. the workers are forced to spend more energy to accomplish task which they can do with much lesser effort in otherwise conditions. This study discusses and analyzed various components of job satisfaction of employees working in Tamil Nadu State Transport Corporation Limited, (TNSTC) and Private Owned Transport Organization.

In any transport organization, the employees operating the buses are the frontline staffs who come in regular contact with the passengers. The quality of service as well as the customer satisfaction depends, to a large extent, on the interaction of these staff with the passengers. In other words, it is very important for a transport organization to have highly motivated frontline staffs who are dedicated to providing better quality of service. The working environment, compensation package and future prospects offered by the organization to the frontline staff would make a significant difference in their motivation levels and consequently the quality of service rendered to the passengers. This research study has collected data on various aspects of the working environment and the compensation along with other service conditions from the frontline employees of both private operators as well as the state-run corporation.

### **Objectives of the Study**

Against the above background, the objectives of this study are as follows:

- To examine the functioning of transport services in the state of Tamil Nadu by private operators and the public sector operator (TNSTC )
- To evaluate the levels of service conditions, compensation, working conditions and future prospects of the employees of state owned corporation and the private owned transport organizations.

### **Methodology**

As mentioned earlier, road transport services are provided by both public sector (operating through, TNSTC) and the private sector in the state of Tamilnadu. The jurisdiction of TNSTC spreads over 7 divisions of Tamilnadu. In some districts, both TNSTC and private operators have a presence. In some other districts, only TNSTC operates the bus services. Only private operators are allowed to function in the remaining districts. Thus, the area of operations can be broadly categorized into 3 categories.

#### **Category I**

These are the districts where only TNSTC (public) services are available. TNSTC enjoys monopoly status in these districts.

#### **Category II**

These are the districts where only non-nationalized (private) services are available. Only the private bus operators are allowed to provide service in these districts. They do face competition among themselves in these districts.



### Category III

These are the districts where both TNSTC as well as private services are available. There is intense competition between the private operators as well as TNSTC in these districts. Data was collected from a sample employees and opinion makers through a structured questionnaire.

Data with respect to the extent of services provided by the operators as well as various quality indicators were collected through a structured questionnaire. Data from the employees of the operators including, the drivers and conductors were collected through a structured questionnaire. In addition, focus group discussions were carried out. A suitable sample of the employees was selected for this purpose. The information thus, collected included career progression, remuneration, and incentive schemes, if any, and processes for maintaining code of conduct, training provided, if any, etc.

### Sample Profile

In order obtain the perceptions as well as the working conditions of the employees of both TNSTC and the private operators; a sample of their employees was selected. These employees were selected from the same routes as the commuters. This section presents a brief description of the sample profile.

A total of 467 employees were selected from the 7 sample districts. Of these, 223 were from TNSTC and the remaining were from private operators. The district wise distribution of these 467 employees is presented in Table 1.

**Table 1: District-wise Distribution of the Sample Employees**

District	TNSTC	Private	Total
Chennai	24	45	69
Coimbatore	52	43	95
Salem	56		56
Tirunelveli	48		48
Kumbakonam		78	78
Madurai	43		43
Villupuram		78	78
Total	223	244	467

The employees in the sample were primarily the drivers, conductors and cleaners. In addition to these categories of employees, the sample included 9 others, consisting of clerks and agents. The distribution of these employees is presented in Table 2.

**Table 2: Distribution of Sample Employees by Designation**

Designation	TNSTC	Private
Driver	112	88
Conductor	110	78
Cleaner		70
Others	1	8
Total	223	244

The employees in the sample consisted of almost equal number of drivers and conductors. The cleaners in the sample are exclusively from the private operators. The sample employees from the private operators were more or less evenly divided between the three groups namely, drivers, conductors and cleaners.

There was a marked difference between the employees of TNSTC and private operators in terms of the age group. The predominant age group was 35 to 50 years among TNSTC employees sampled, while among private operators majority of the employees belonged to the age group of 20 to 35 years. In general, the sample employees of private operators were younger as compared to TNSTC. The distribution of the sample employees based on various characteristics is presented in Table 3



**Table 3: Distribution of Sample Employees Based on Various Characteristics**

Characteristic	Operator	
	TNSTC	PRIVATE
	Age Group	
Less than 20 Yrs		9
20-35 Yrs	73	171
35-50 Yrs	122	55
50-65 Yrs	28	7
No Response		2
	Educational level	
Literate	9	28
Up to 10 th Std	126	161
Up to 12 th Std	66	46
Graduate & Above	22	9
	Experience (Years)	
Less than 2	20	43
2 to 5	21	49
5 to 10	42	83
10 to 20	85	52
More than 20	55	13
No response		4

The sample employees of TNSTC have relatively higher educational levels as compared to those of private operators. Out of all the employees with education level below High School, only 44 percent were working in TNSTC while the remaining 56 percent were working with the private operators. Similarly, out of the 143 employees who are studied up to plus two or above, more than 60 percent were working in TNSTC. Among the TNSTC employees in the sample, 63 percent had more than 10 years of total experience and about 50 percent had more than 1 year with TNSTC. The comparative percentages with the private operators were 27 percent and 10 percent, respectively.

In summary, the employees of TNSTC were relatively older, with higher education levels and longer work experience. This coupled with the more organized pay structure resulted in higher remuneration for the employees. The average salaries of the sample employees are presented in Table 4. The average salary was higher in each category of employees of TNSTC as compared to the private operators.

**Table 4: Average Salary of the Sample Employees by Category (Rs. per month)**

Category	TNSTC	PRIVATE	ALL
Driver	5591.22	4438.07	5081.28
Cleaner		2108.36	2108.36
Other	4520.00	2787.50	3134.00
Conductor	4810.37	3112.34	4111.18
All	5196.44	3292.53	4203.63

Similarly, the average bonus received by the employees was higher for TNSTC at Rs. 2387, compared to Rs. 1354 for private operators. Thus, the employees of TNSTC appear to be better compensated.

#### **Analysis of Employee Data**

It is the employees operating the buses who come in regular contact with the passengers. The quality of service as well as the customer satisfaction depends, to a large extent, on the interaction of these employees with the passengers. Thus, it is very important for a transport organization to have highly motivated frontline employees who are dedicated to providing better quality of service. The working environment, compensation package and future prospects offered by the organization to the



frontline staff would make a significant difference in their motivation levels and consequently the quality of service rendered to the passengers.

In order to understand the perceptions of the employees of both TNSTC and private operators, data on various aspects of working was collected. This section discusses the working conditions, remuneration, compensation and other facilities, organizational culture and the perceptions of the employees working with TNSTC and private operators.

### Working conditions of employees

The average number of working hours per day was found to be more or less same for both the categories of employees. However, the employees of private operators were made to work longer hours at a stretch. They were made to work almost 60 percent more than their counter parts in TNSTC as shown in Table 5. While this was true, the average number of trips made per day as well as the average distances covered per day was higher in the case of TNSTC employees compared to the private operators. This indicates that the employees' time was better utilized without over-stretching them by TNSTC. The private operators' policy of long hours for their employees may not be very conducive for safe driving conditions.

**Table 5: Average working hours, Number of Trips and Distance Covered**

Item	TNSTC	PRIVATE
	Average	
Working hours/day	10.30	11.32
Maximum number of hours of work at a stretch	3.74	5.84
Number of trips per day	7.21	6.33
Number of KMS covered per day	306.62	269.96

### Remuneration and other privileges

The total remuneration to the employees consists of the basic pay and other allowances. While almost all the employees of TNSTC reported having a scale of pay, only about 25 percent of the employees of the private operators reported having a scale of pay. The average pay scales for the TNSTC employees were 40 percent higher than that the employees of the private operators. In addition to better pay scales, the employees of TNSTC enjoyed other benefits such as Dearness Allowance (DA), House Rent Allowance (HRA), and other allowances. The details of these are given in Table 6. It can be seen from Table 6 that out of the 223 employees of TNSTC, 128 had mentioned that they received HRA while 69 reported that they did not receive HRA. In general, the employees of TNSTC had the advantage of benefits such as HRA, DA, duty allowance while traveling, night halt allowance, uniform allowance etc. whereas very few private operators provided such incentives or allowances. Similarly, the employees of TNSTC had other benefits such as leave travel concession, bonus, pension, allowance for children's education, while such benefits are almost non-existent in the case of private operator

**Table 6: Remuneration and other benefits**

	TNSTC		PRIVATE	
	Yes	No	Yes	No
Do you have a regular pay scale	201	22	67	177
If yes, Give the pay scale (Rupees) (average)		4071.74	2888.37	
OTHER ALLOWANCES - HRA	128	69	2	89
OTHER ALLOWANCES - DA	204	11	121	27
OTHER ALLOWANCES - Duty allowance while traveling	143	54	48	60
OTHER ALLOWANCES - Night halt allowance/free boarding & Lodging	134	64	71	56
OTHER ALLOWANCES - Incentive	155	44	3	135
Benefits Provided - LTC	104	60	2	11
Benefits Provided - Bonus	124	49	39	8
Benefits Provided - Pension	81	69	2	12
Benefits Provided - Children's education	97	69	1	12



Benefits Provided - Gratuity	183	24	8	12
Benefits Provided - PF, etc	210	8	3	12
Benefits Provided - Uniform allowance	204	15	49	7
Benefits Provided - Lump sum amount at the time of retirement	148	33	0	15

### Facilities and promotional opportunities

The other facilities and privileges enjoyed by the employees of TNSTC and private operators are presented in Table 7. There did not appear to be any significant difference with respect to employees' leave entitlement, except in the case of "other" leave. But, the retirement age of TNSETC employees, at 58, was considerably lower than their private counterparts'.

**Table 7: Facilities, Privileges and Promotional opportunities of Employees**

Item	TNSTC		Private	
	Yes	No	Yes	No
Benefits Provided - Retirement Age (In Years) (average)	58		70	
No. of days of leave entitled - Casual leave (average)	14.98		15.53	
No. of days of leave entitled - Earned leave (average)	15.96		11.17	
No. of days of leave entitled - Medical leave (average)	15.38		13.88	
No. of days of leave entitled - Any other leave (average)	14.72		28.46	
Are you allowed to encash the leave	144	75	19	179
Do you have insurance coverage against accidents	164	59	53	183
Do you have resting places at the duty place	143	78	27	209
Is there a promotional opportunity in your entire service/career	107	115	3	231
How many years does it take for your promotion (average)	17.92		29.25	
Criteria adopted for promotion- Length of service	147	65	123	57
Criteria adopted for promotion- Sincere/Efficient service	72	139	57	124
What should be criteria for promotion- Seniority	128	86	95	93
What should be criteria for promotion- Efficiency	76	138	121	67
What should be criteria for promotion- Merit based	73	141	28	161

In addition to the leave facilities, the employees of TNSTC were provided with insurance coverage and resting places at the workplace. Very few of the employees of the private operators enjoyed such facilities.

About half of the employees of TNSTC felt that they had promotional opportunities where as only 3 of the private operators saw any scope for promotions. The TNSTC employees felt that the average time for promotion was about 18 years where as those with the private operators were of the view that, if at all, it could take as long as 30 years get promoted. Most of the employees, both from TNSTC and private operators felt that the criteria for promotion should be seniority and the length of the service. Very few felt that merit or efficiency of service should the criterion. Considering that the employees selected in the sample were mainly drivers and conductors, it understandable that these people gave preference to only seniority and the length of service.

In addition, TNSTC offers specially designed training programmes to its employees. It is mandatory for these employees to go through at least one training programme every year. These employees feel that the training provided helps them not only in professional development but also in personal development. They also feel that their motivation levels actually improved because of the training.

### Culture of the Organization

.As expected, there was significant difference in the organizational culture between TNSTC and the private operators. This was expected because of the size of the organization, the type of ownership and the major motive that drives the organization. Table 8 presents the perception of the employees in terms of the cooperation received from the superiors. Table 8 presents various aspects of the culture of the organization.



**Table 8: Extent of cooperation from the Superiors**

		Frequency	TNSETC	PRIVATE
Do you get cooperation from your superiors while discharging your duties		Never	26	44
		Occasionally	54	83
		Sometime	70	76
		Always	70	38
		No Response	3	3

More than 60 percent of the sample employees of TNSETC mentioned that they received cooperation from the superiors either always or some time. On the other hand, only about 40 percent of the sample employees of the private operators felt this way. Only 26 out of the 223 employees from TNSETC felt that they did not receive the cooperation from the superiors, where as the number of such employees of the private operators was 44 out of 244.

**Table 9: Various Aspects of the Culture of the Organization**

Item	TNSTC		PRIVATE	
	Yes	No	Yes	No
Have you been honored any time	45	177	3	238
Punishment for mistakes - Removal from service	91	132	200	41
Punishment for mistakes - Stoppage of salary/increment	111	112	47	194
Punishment for mistakes - Fine	152	71	67	174
Punishment for mistakes - Any other	4	219	17	223
Do you bring the notice of your officer/head/owner of bus about the grievances of the passengers and public	199	23	167	75

When it comes to honoring the employees, TNSTC appears to be way ahead of the private operators. About 20 percent of the sample employees have reported that they had been honored while only 3 out of the 244 employees of private operators had been honored. Also, more number of TNSTC employees appeared to have taken the grievances of the commuters to the higher officers as compared to the private operators. This could probably because the employees of private operators felt that very little could be done by taking the grievances to the higher officers.

There were significant differences between the employees of TNSTC and private operators in respect of punishment for dereliction of duty. One of the interesting aspects was that while the employees of TNSETC were willing to settle for a monetary fine or stoppage of increment as punishment, the employees of the private operators did not feel the need for any punishment at all.

### Employee Perceptions

The employees' perceptions about the cause of accidents did not vary between the two categories of employees. Both the categories of employees felt that the major cause for accidents was the poor condition of the roads. Long and strenuous working ho least important factor ascribed to accidents. The employee perceptions regarding the possible causes of accidents were discussed in the previous section. This section discusses their perceptions with respect to other aspects. Table 10 presents the perceptions of the employees of both TNSTC and Private operators. Their perceptions about the reasons for losses of the transport operators did not show much difference between the two categories of employees. The reason cited most by these employees was competition from other operators. Even items like pilferage of revenue mal-administration and clandestine operations were not cited as the causes for losses in both categories of operators. In a sense, the competition appeared to keep both types of operators on their toes.

**Table 10: Employee Perceptions**

Item	TNSTC		PRIVATE	
	Yes	No	Yes	No
Causes for accidents - Over speeding	104	119	86	158
Causes for accidents - Bad condition of vehicle	98	125	92	152



Causes for accidents - Poor road condition	108	115	109	135
Causes for accidents - Drunken/Night driving	87	136	90	154
Causes for accidents - Long and strenuous hours	68	155	62	182
Reason for losses - Wrong policies	115	108	111	133
Reason for losses - Pilferage of revenue	77	146	100	144
Reason for losses - Poor maintenance of vehicle	88	135	77	167
Reason for losses – Mal-administration	58	165	32	212
Reason for losses - Competition by other operators	149	74	161	82
Reason for losses - Royalty	13	210	35	209
Reason for losses - Clandestine operation by others	50	173	22	222
Is it true that rural operations are not profitable	89	134	116	128
Is it true that city operations are not profitable	71	152	75	169

The perception about rural and in city operations were not profitable and therefore, needed to be cross subsidized by other operations did not find support among the employees. Very few of the employees, both from TNSTC and private operators, felt that the rural operations and city operations were unprofitable.

Finally, the employees were asked if they would prefer nationalized transport service or private operations. The opinion was divided and the division was more or less on the expected lines. The employees of TNSTC preferred nationalized service where as the employees of the private operators preferred private operations. Very few of them preferred competition between the two. The details of the preferences are presented in Table 11.

**Table 11: Employees’ Preferences with respect to Nationalized or Private Operations**

Item	Employees belonging to	
	TNSTC	Private
Nationalization of transport is better	203	20
Privatization is better	2	158
Mixed operation is better	18	66

### Summary and Conclusions

In summary, the employees of TNSTC appeared to enjoy better remuneration and compensation, better facilities and privileges and better promotional opportunities as compared to the employees of private operators. There is a significant difference in the culture of the organizations. Both the categories of employees felt that the main reason for accidents was the condition of the roads, overtime and work stress. They also felt that competition was the main reason for the losses. Finally each category of employees felt that their own operational structure (i.e., nationalized vs. private) preferable to the other.

The service conditions and prospects of the employees of state-run Corporation are much superior to those of the employees of private operators. This fact is also acknowledged by the employees of private operators themselves. Thus, the HR policies of the organization have a dominant role in improving the quality of service as well as the satisfaction levels of the employees.

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