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## A STUDY OF HUMAN RESOURCES ON SATISFACTION – WITH SPECIAL REFERENCE TO KSRTC

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### ABSTRACT

Employee satisfaction is more importance to the success of any business organization. Which helps to get the greatest return in terms of productivity. The handling of human resources is a delicate problem, which includes psychological, environmental and social factors. Job satisfaction is a wide part of the organizational environment and it is a identical factor in the employer-employee relationship. Job satisfaction exhibits the interest of the employees towards their jobs and work environment. It is the problems faced by the employees. this study is covered by different cadres of the employees. The job satisfaction level among all the employees in the STATE ROAD TRANSPORT CORPORATION is satisfaction and not determination. On this context, the present research addresses the job satisfaction of employees in KSRTC in Chamarajanagar Division. The study based on primary data which is collected by a random sample of 500 respondents in Chamarajanagar division.

India now becomes a player in the global stage. Everyone wants to do business with us, this change has given lot of opportunities to our country to grow further but it posed lot of challenges in front of us like Indian companies gained confidence to acquire foreign giant companies and try to establish themselves very competitive than the foreign companies at the same time we have to give emphasis on the various challenges before us like the gap between people in the corporate world and those in the rural areas is becoming serious concern and the wage differentials between blue collared workers and senior managers, the candidates having good education and communication skills getting more chance in the job market than other people lesser than them, attrition levels are all time high in India for example business process outsourcing facing problems with talent retention.

**Keywords:** Job Satisfaction, KSRTC Employee, Work Environment.

### INTRODUCTION

Developing countries like India cannot afford to neglect the problem of the people who contribute to its economic growth. Men work to satisfy their needs, and the extent of need satisfaction or need frustration is reflected in their behaviour. So, the study of human behaviour is very essential in every industrial activity. This can be achieved through scientific job satisfaction studies. Job satisfaction is one of the important factors, which has drawn attention of managers in the organization as well as academicians. Job satisfaction is the mental feeling of favorableness, which an individual has about his job.

Attracting and retaining talent is becoming a big problem for every organization, they are following every trick and strategy to recruit and retain the employees. Develop and Grow: Nowadays organizations try to recognize the aspirations of employees and focus on their growth and development. India provides job rotation opportunities to high – performing employees from operations division. This gives them broader understanding of the business. Engage and Align: Employee engagement has retained the focus of organizational leadership and many companies keep launching new practices to woo employees. They are using innovative practices like “Loyalty Interview”- to find out what is it that makes its employees stay on, the feedback from loyal employees often reflects on the leadership style and is seen to work as a great motivation. Transition: Movement of talent within the organization and outside of the organization sends strong signals to the employees about the organization’s care and concern. Right from the induction, which is often the first impression the employees carries, to the exit interview, the sensitivity displayed by the organization has a lasting impact on all employees.

### Growth and Progress of KSRTC

Along with the rapid progress of Karnataka in all spheres of activity, KSRTC has emerged as the best organisation in meeting the aspirations of Kannadigas and the people of neighbouring states of Karnataka. As at the end of 31-03-1997, the Corporation operated its services in 19 Divisions - 18 Divisions operating mofussil services and 1 Division operating city services of Bangalore. It had 108 Depots, 2 Regional Workshops and a Central Office at Bangalore. There were 281 permanent and 11 temporary bus stations with 337 wayside shelters and 1009 pick-up shelters. The total number of employees deployed was 59033 and the staff ratio per schedule was 6.22. The total number of routes operated was 13273 with 9493 schedules, route length of 9.49 lakh Kms. and average daily scheduled kms of 27.95 lakh kms. The total number of inter-state routes operated by the Corporation on a reciprocal basis with the neighbouring states were 602 ie., 282 in Maharashtra, 37 in Goa, 223 in Andhra Pradesh, 33 in Tamil Nadu and 27 in Kerala. The total number of vehicles held was 10476 with average vehicle utilisation of 299.6 Kms. The average number of passengers carried per day was 57.82



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lakh. The rate of breakdown was 0.23 and the rate of accident was 0.22. EPKM realized was 807.3 Ps. and CPKM was 975.4 Ps., resulting in net loss margin of 168.1 Ps./Km.

### Bifurcation of KSRTC

To increase operational efficiency, to provide quality transport service to the traveling public and to have an effective supervision on the operations of the Corporation, the Government of Karnataka ordered for bifurcation of KSRTC into 4 separate Corporations vide its order No. HTD 127 TRA 96 dated 22-02-1997.

Thus, KSRTC was a monolithic State Road Transport Undertaking till 1996-97. Thereafter, during the year 1997-98, the State Government divided KSRTC and carved out two new Corporations, viz., the Bangalore Metropolitan Transport Corporation (BMTCL) with its corporate office at Bangalore and the North West Karnataka Road Transport Corporation, with its corporate office at Hubli. The Bangalore Metropolitan Transport Corporation which came into being on 15-08-1997 caters exclusively to the city of Bangalore. And the North West Karnataka Road Transport Corporation which came into being with effect from 01-11-1997 caters to the north western districts of Karnataka. NWKRTC became financially independent w.e.f. 01-04-1998 under RTC Act 1982. One more new Corporation called the North East Karnataka Road Transport Corporation was also established with effect from 15-08-2000 with its head quarters at Gulbarga to cater to the north eastern districts of Karnataka, which became financially independent w.e.f. 01-10-2000.

### INNOVATIVE PRACTICES IN HR AREAS:

Recruitment and selection Learning and development Rewards and recognition Career planning Compensation and benefits Performance management Leadership and development Organization structure.

### IMPORTANCE OF THE STUDY.

Transport is concerned with the movement of men and material for some specific purpose. It is the single powerful factor on which the economic, social and political activities of a nation depend. Without transport, the functional differentiation of areas into the various specialized types of land uses would be difficult. Transport has evidently brought the whole world in the mainstream of the functional life of people. Transport development is responsible for the concentration of man power but the growth of population in most of the cases has been responsible for the development of a transport network. The growth of transportation is dictated by the growth of population and employment which has accelerated the expansion of transport network.

### Statement of the Problem

India has registered an astonishing progress in the area coverage of bus transport owing to State Transport Undertakings. It is fair to note that the STUs had extended their services to every region having metal or pukka roads, to the maximum extent. The social benefit that the STUs have produced in this regard, is of high order and it cannot be disputed that this factor needs to be looked in to with due weightage when studying the performance of STUs. However, the maxim of social benefit cannot gain support forever for the STUs, which are deplorably poor in performance taking profitability as the index of efficiency. There is a big hue and cry for privatization of public undertakings all over the world on the pleas that they are wasted scarce resources due to operational inefficiency.

### Objectives of the Study

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

1. To compare the extent of Job Satisfaction between the different cadres of Employees.
2. To examine the Work Environment and climate of the study unit.

### METHODOLOGY

#### Research Gap

All the studies reviewed were mostly related to the pre-computer era period, now each and every activity in the transport corporation is computerized. So, there is a feeling of insecurity and dissatisfaction mounts up of in the minds of the employee. This is the gap to be filled in the present research. Previous studies were related to employees of one particular cadre only. But the present research attempts to cover all the section of employees. 9 Previous studies were related to one or two divisions of the KSRTC only. So, there is a gap which requires the detailed study covering all the divisions, which is attempted in this study. Previous research studies were concentrated more on passenger satisfaction. Leaving a gap for a study on employee's satisfaction. This study makes an attempt to fill up this gap also.



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## Research Design

Descriptive research design is used in the study which is intended to cover. Data for this study were collected from primary as well secondary sources. The primary data were collected from the employees of the KSRTC Division.

### 1.6.2. Sample Design

The primary data were collected from the employees of the KSRTC Division by conducting a simple survey using Structured Pre – Test Interview Schedule adopting Random Sampling Method

### Limitations of the Study

Keeping in view the limitations of an individual researcher, the study has been confined to four divisions of the KSRTC, Karnataka only. The other are kept out of the purview of the study because of its peculiar nature. No elaborate comparison is attempted between the study unit and other Corporations of the state for want of time.

Even though private operators are also plying bus services in the study area, the researcher has restricted the focus of the study on KSRTC only because it is a fully Government owned Corporation established to ensure better service to the general public despite several limitations and majority of the transport workers in the study area are employed in it. Factors, motivators, environment etc., may not to be the same for the Corporation as a whole.

### Review of Literature

The study of job satisfaction is a topic of wide interest to both people who work in organizations and people who study them. Job satisfaction has been closely related with many organizational phenomena such as motivation, performance, leadership, attitude, conflict, moral etc. Researchers have attempted to identify the various components of job. satisfaction, measure the relative importance of each component of job satisfaction and examine what effects these components have on employees' productivity

**Baah and Amoako (2011)** described that the motivational factors (the nature of work, the sense of achievement from their work, the recognition, the responsibility that is granted to them, and opportunities for personal growth and advancement) helps employees to find their worth with respect to value given to them by organization. Further,

this can increase motivational level of employees which will ultimately raise internal happiness of employees and that the internal happiness will cause satisfaction. Hygiene factor can only cause external happiness but they are not powerful enough to convert dissatisfaction into satisfaction but still its presence is too much important. According to them the Herzberg Two Factor Theory, both Hygiene and Motivation factors are linked with each other, as Hygiene factors move employee from Job dissatisfaction to No Job dissatisfaction, whereas motivation factors moves employees from no job dissatisfaction to job satisfaction (Herzberg et al., 1959).

**Sell and Cleal (2011)** developed a model on job satisfaction by integrating economic variables and work environment variables to study the reaction of employees in hazardous work environment with high monetary benefits and non-hazardous work environment and low monetary benefits. The study showed that different psychosocial and work environment variables like work place, social support has direct impact on job satisfaction and that increase in rewards does not improve the dissatisfaction level among employees.

**Chandrasekar (2011)** argue that an organization needs to pay attention to create a work environment that enhances the ability of employees to become more productive in order to increase profits for organization. He also argued that Human to human interactions and relations are playing more dominant role in the overall job satisfaction rather than money whereas management skills, time and energy, all are needed for improving the overall performance of the organization in current era

**Porter and Lowler (1969)** suggested that satisfaction will affect a worker's effort, arguing that increased satisfaction from performance possibility helps to increase expectations of performance leading to rewards,

**Carroll, Keflas and Watson (1964)** found that satisfaction and productivity are crucial relationship in which each affects the other. They suggest that performance leads to more effort because of high perceived expectancy. The effort leads to effective performance, which again leads to satisfaction in crucial relationship. David, Joseph and William (1970) suggest that the type of reward system under which workers perform strongly influence the satisfaction performance relationship.

### Data Analysis Job Cadre

The samples selected from the employees of the KSRTC Divisions, Karnataka are grouped into 3 categories namely Managerial Cadre, Supervisory Cadre and Workers Cadre. The Managerial Cadre includes Branch Managers, Depots Managers and Assistant Managers. Supervisory Cadre includes Ticket checkers, Office Supervisors and Foreman in the workshops, Drivers, Conductors and Mechanical Staff are included in the workers cadre. The details of these employees are given in Table No.1



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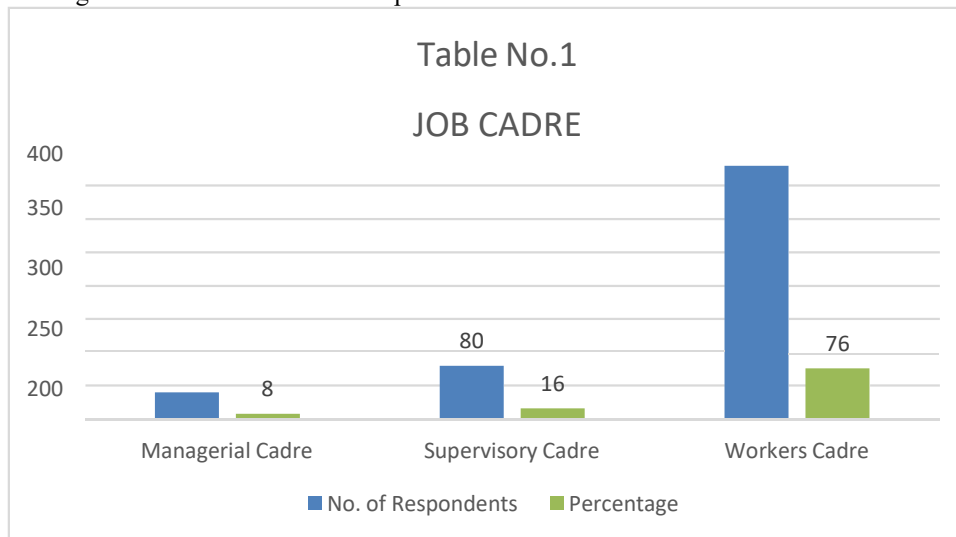
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**Table No.1 JOB CADRE**

JOB CADRE	No. of Respondents	Percentage
Managerial Cadre	40	8
Supervisory Cadre	80	16
Workers Cadre	380	76
<b>Total</b>	<b>500</b>	<b>100</b>

Source: Primary Data

Among the 500 respondents, 40 were from Managerial cadre which constitute only 8 per cent of the total sample. 80 respondents belong to Supervisor cadre which constitute 16 per cent of the total respondents and the remaining 380 were in the Workers cadre, which constitute the maximum of 76 per cent of respondents. It is inferred that the majority of the respondents were in the cadre of workers. Job Cadre of the sample respondents is exhibited with the help of a bar diagram in figure shows that maximum number of the sample respondents belongs to workers cadre in the Corporation.



### Working Conditions

The workers will be more satisfied only if working conditions on the job in the organization are better in comparison to similar jobs in other organizations, , If they are worse, they will feel dissatisfied. So, to assess their level of satisfaction, the opinion of the respondents about working conditions that are prevalent in the Corporation are shown in Table No.2.

**Table No.2 Working Conditions**

Opinion	No. of Respondents				Percentage
	Managerial Cadre	Supervisory Cadre	Workers Cadre	Total	
Strongly Agree	1	3	5	9	1.80
Agree	9	13	57	79	15.80
No Opinion	2	3	11	16	3.20
Disagree	22	53	282	357	71.40
Strongly Disagree	6	8	25	39	7.80



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<b>Total</b>	<b>40</b>	<b>80</b>	<b>380</b>	<b>500</b>	<b>100.00</b>
<b>Score Obtained</b>	<b>97</b>	<b>196</b>	<b>884</b>	<b>Weighted</b>	
<b>Mean Score</b>	<b>2.43</b>	<b>2.45</b>	<b>2.33</b>	<b>Average Score</b>	
<b>Mean Score (%)</b>	<b>49</b>	<b>49</b>	<b>47</b>	<b>47.48 %</b>	

From Table No.2, it can be perceived that as much as 79.2 percent of the employees were not agreeing with the fact that the working conditions were satisfactory. Only 17.6 percent were satisfied with it. In this regard there is consensus of opinion among all the cadres.

### Suggestions to Overcome the Problems of the Workers Cadres Employees

1. The Corporation should not insist diesel conservation blindly without taking into consideration the road condition, engine condition and load condition.
2. The over crowd in the buses should be avoided.
3. The Corporation shall take endeavor to fulfill the expectations of its stake holders especially its employees in a friendly manner and to be graded as model employer.

### Conclusion

To conclude, it is clear from the study that the KSRTC Divisions, Karnataka has been rendering good services to the rural masses in their operating area despite certain limitations. But the employees in the study unit were dissatisfied though not totally but to some extent with their job in KSRTC Divisions, Karnataka. There exists a big gap between the expectations and perceptions of the employees. Still they, as one of the four pillars of the Corporation expect some more privileges and facilities. So, the KSRTC Divisions, Karnataka has still a long way to go to fulfill their expectations. Besides rendering service to the people by extending bus services to economically unviable routes, it should also endeavor to fulfill the expectations of its stake holders especially its employees in a friendly manner and to be graded as model employer.

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In the present competitive world, the companies are facing lot of skill shortage, talent crunch and attrition those reached historically height ever, that made the companies feel the internal customer also more important equally with external customers, so every company try to devise innovative HR practices to attract best talent ,giving them nice environment to work with, that enables the company to retain talents, the above said practices are conceived and implemented and found successful by the leading companies in India. It is found that convergence of practices of different companies in different HR areas, if any company wants to apply those practices that will benefit for the company to become more competitive in the global market.

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