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DETERMINANTS AND LEVELS OF JOB SATISFACTION AMONG WOMEN BUS CONDUCTORS IN APSRTC: A STUDY OF THE TIRUPATI REGION

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Abstract

The growing participation of women in public transport services reflects progress toward gender inclusion in traditionally male-dominated occupations. However, empirical research examining job satisfaction among women bus conductors in Indian state transport corporations remains limited. This study investigates the determinants and levels of job satisfaction among women conductors employed in the Tirupati region of the Andhra Pradesh State Road Transport Corporation (APSRTC).

A descriptive research design was adopted. From a total population of 386 women conductors, 70 respondents were selected using simple random sampling. Data were collected using Spector's (1994) Job Satisfaction Survey (JSS), which measures nine dimensions of job satisfaction: pay, promotion, supervision, fringe benefits, contingent rewards, operating procedures, co-worker relations, nature of work, and communication.

The findings reveal a multidimensional pattern of satisfaction. Respondents reported high satisfaction with the nature of work, supervision, communication, pay, and recognition, indicating positive perceptions of immediate job conditions and managerial support. In contrast, promotion opportunities emerged as the most dissatisfying facet, highlighting structural barriers to career advancement. Operating procedures and co-worker relations reflected moderate or ambivalent responses. The overall job satisfaction score (143.29) indicates a moderate level of satisfaction.

Chi-square analysis showed that income level had a statistically significant association with job satisfaction, whereas educational qualification and family size did not. The study underscores the importance of transparent promotion policies, procedural clarity, and gender-responsive organizational reforms to enhance long-term employee satisfaction and institutional effectiveness.

Key Words: Career Advancement, Gender and Work, Job Satisfaction, Organizational Support, Public Transport Sector, Women Bus Conductors.

1.Introduction

Job satisfaction continues to occupy an important place in organizational studies, particularly within public sector institutions that operate under structured administrative frameworks, high service demands, and strong public accountability. It represents the overall evaluation individuals develop regarding their job roles and work environment, incorporating both emotional responses and rational assessments. Rather than being a single-dimensional construct, job satisfaction reflects employees' perceptions of fairness, organizational practices, leadership support, and institutional culture. These conceptual foundations remain especially relevant when examining work attitudes in government-managed service organizations.

Within the Andhra Pradesh State Road Transport Corporation (APSRTC), bus conductors serve as frontline personnel responsible for passenger interaction, ticketing accountability, adherence to operational schedules, and coordination within a hierarchical administrative system. The nature of this role requires sustained attention, time management, and emotional regulation in dynamic public settings. Consequently, satisfaction levels are closely associated with how effectively organizational support systems balance these occupational demands. For women conductors, workplace experiences are



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further influenced by gender-related realities such as limited representation in leadership, role conflict between professional and domestic responsibilities, and potential constraints in career progression. When mechanisms for institutional support and grievance resolution are inadequate, these pressures may negatively affect morale and long-term engagement.

Although scholarly interest in gender and employment in public organizations has grown, focused empirical research on women bus conductors within Indian state transport corporations remains scarce. Much of the existing literature addresses broader public sector employment without examining the specific intersection of gender, transport service roles, and depot-level administrative structures. This gap underscores the need for a region-specific investigation into the factors shaping job satisfaction among women bus conductors in the APSRTC Tirupati region, thereby contributing contextually grounded insights to the study of gender and public service employment.

II. Theoretical Framework

Concept of Job Satisfaction

Job satisfaction refers to an employee's evaluative judgment regarding their job and work environment. It is both affective and cognitive in nature and is influenced by multiple dimensions such as pay, promotion, supervision, recognition, and communication.

Herzberg's Two-Factor Theory

Herzberg's Two-Factor Theory distinguishes between motivators (intrinsic factors such as achievement and nature of work) and hygiene factors (extrinsic factors such as pay and promotion). According to this theory, motivators create positive satisfaction, while the absence of hygiene factors leads to dissatisfaction. This framework is particularly relevant in public institutions where promotion systems and administrative procedures significantly influence morale.

Job Demands–Resources (JD–R) Framework

The JD–R model posits that job satisfaction depends on the balance between job demands (workload, emotional strain, time pressure) and job resources (supervision, communication, institutional support). In transport occupations involving continuous passenger interaction, adequate job resources are essential to mitigate stress and sustain engagement.

Gender and Organizational Context

Studies on gender in public employment indicate that women in male-dominated sectors often face structural limitations in career progression and representation in leadership positions. These factors may affect long-term job satisfaction even when daily work tasks are perceived positively.

Accordingly, a focused study on women bus conductors in APSRTC, particularly in the Tirupati region, is warranted. Such an investigation can generate context-specific insights into how occupational demands, gendered experiences, and public sector governance structures intersect to influence job satisfaction.

III. Research Methodology

The study is designed to explore both the overall level of job satisfaction and the influence of selected socio-economic factors among women bus conductors in the APSRTC Tirupati region. By examining these dimensions, the research seeks to provide a comprehensive understanding of workplace experiences and their structural determinants.



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1. To assess the level of job satisfaction among women bus conductors in the APSRTC Tirupati region.
2. To examine the association between selected socio-economic parameters (educational qualification, family size, and monthly family income) and job satisfaction among women bus conductors.
3. To suggest measures for Policy Implications

Tests of Hypothesis

1. **Null Hypothesis (Ho):** There is **no association** between the size of the family and job satisfaction of women conductors.
2. **Null Hypothesis (Ho):** There is **no association** between the education level and job satisfaction of women conductors
3. **Null Hypothesis (Ho):** There is **no association** between family income and job satisfaction of women conductors.

Research Design

The present study was a descriptive one to provide a comprehensive understanding of the levels of job satisfaction of women conductors in the Tirupati region of APSRTC.

Universe of the Study

The research was conducted in the Tirupati region of the Andhra Pradesh State Road Transport Corporation (APSRTC). At the time of the study, 386 women bus conductors were employed across the operational depots, and this entire group constituted the universe.

Sample

A sample of 70 women conductors was selected from the total population using simple random sampling, ensuring equal probability of selection and representativeness.

Tool and Method of Data Collection

Job satisfaction was measured using the **Job Satisfaction Survey (JSS)** developed by **Paul E. Spector (1994)**. The instrument comprises 36 items grouped into nine facets: pay, promotion, supervision, fringe benefits, contingent rewards, operating procedures, co-workers, nature of work, and communication. Responses were recorded on a six-point Likert scale. And the tool was translated in to regional language for better understanding the concepts of facets and proper responses as well. Primary data were collected through structured interviews using the standardized JSS scale.

Measurement and Scoring of JSS Tool

Job satisfaction was operationally defined as the overall evaluative response of women conductors toward their work environment. Negatively worded items were reverse-coded, and both facet-wise and total scores were computed. Scores were classified into low or dissatisfaction, moderate or ambivalent, and high satisfaction levels. For the 36-item total where possible scores range from 36 to 216, the ranges are 36 to 108 for dissatisfaction, and 108 to 144 for ambivalent and score between 144 to 216 for satisfaction.



Data Analysis :

Software used (SPSS version -20 for statistical analysis)

Inferential Analysis

To test the hypotheses, the Chi-square (χ^2) test for independence was employed to examine the association between selected socio-economic variables (educational qualification, family size, and monthly family income) and overall job satisfaction. The test determined whether observed differences across categories were statistically significant at the 0.05 level, thereby enabling acceptance or rejection of the null hypotheses.

Ethical Considerations

The study followed standard ethical research guidelines. Informed consent was obtained from all participants, and the purpose of the study was clearly explained. Confidentiality and anonymity were ensured, and no personal identifiers were recorded. Participation was entirely voluntary, and respondents had the right to withdraw at any stage. The data were used strictly for academic purposes.

IV: Results and Discussion

The study assessed multiple facets of job satisfaction among women conductors in APSRTC based on standardized scale. The results are categorized below:

Description about Job Satisfaction Survey Scoring of the Women Conductors

S.no	Sub scale /facet	Description of facet	Item numbers/ Statements number	Study Score/range of subscale	Study Results indicates about Subscale description
1	Pay	Pay and remuneration	1, 10, 19, 28	16.97	Satisfied
2	Promotion	Promotion opportunities	2, 11, 20, 33	9.28	Dissatisfied
3	Supervision	Immediate supervisor	3, 12, 21, 30	19.58	Satisfied
4	Fringe Benefits	Monetary and nonmonetary fringe benefits	4, 13, 22, 29	14.04	Satisfied
5	Contingent Rewards	Appreciation, recognition, and rewards for good work	5, 14, 23, 32	17.30	Satisfied
6	Operating Procedures	Operating policies and procedures	6, 15, 24, 31	12.34	Ambivalent
7	Co-workers	People you work with	7, 16, 25, 34	13.25	Ambivalent



8	Nature of Work	Job tasks themselves	8, 17, 27, 35	20.78	Satisfied
9	Communication	Communication within the organization	9, 18, 26, 36	19.75	Satisfied
Total job satisfaction score of Employees for 36 items			1-36*	143.29	Ambivalent

Satisfied Areas: The findings from JSS reveal high levels of job satisfaction was seen in the areas of nature of work (M = 20.78), supervision (M = 19.58), and communication (M = 19.75), indicating that employees perceive their roles as meaningful and supported by effective leadership and clear communication systems. These results are consistent with Herzberg’s Two-Factor Theory and prior studies highlighting the importance of intrinsic motivators and supportive supervision in enhancing job satisfaction. Positive perceptions of pay (M = 16.97), contingent rewards (M = 17.30), and fringe benefits (M = 14.04) further align with equity theory, emphasizing the role of fair compensation in shaping employee attitudes. However, the findings contrast with some previous research that identifies compensation and benefits as common sources of dissatisfaction, particularly in public sector contexts. Overall, the results underscore the combined influence of intrinsic and extrinsic factors on job satisfaction while suggesting opportunities for improvement in fringe benefits.

Ambivalent Areas

The relatively moderate mean scores for operating procedures (M = 12.34) and co-worker relations (M = 13.25) suggest ambivalence in employees’ perceptions, indicating possible inconsistencies in procedural clarity and team cohesion. This finding aligns with research by Spector (1997), which notes that unclear organizational policies often lead to neutral or mixed satisfaction levels. Similarly, studies by Organ (1988) emphasize the importance of strong interpersonal relationships in fostering positive workplace attitudes. However, the present results contrast with research highlighting co-worker support as one of the strongest predictors of job satisfaction and organizational commitment (Chiaburu & Harrison, 2008). These mixed findings suggest that while major aspects of the work environment are viewed positively, improvements in policy transparency and peer collaboration may further enhance overall satisfaction.

Dissatisfied Areas

Promotion opportunities (M = 9.28) emerged as the most dissatisfying domain, indicating substantial concern regarding career advancement. Respondents expressed frustration over unclear promotional pathways and the absence of transparent advancement mechanisms. This finding is consistent with prior research highlighting career growth as a critical determinant of long-term job satisfaction and retention (Greenhaus, Parasuraman, & Wormley, 1990; Judge & Bretz, 1994). Herzberg’s Two-Factor Theory also identifies advancement as a key motivator; thus, limited opportunities may significantly weaken overall morale. However, some studies suggest that employees may tolerate limited promotion prospects when intrinsic aspects of the job remain fulfilling (Clark, 1997), partially explaining why dissatisfaction in this domain did not result in an overall negative satisfaction score.

Overall Job Satisfaction

The overall job satisfaction score of 143.29 falls within the ambivalent range (108–144), reflecting a moderate level of satisfaction. While employees report positive experiences with their daily tasks and supervision, limited career advancement opportunities appear to constrain their overall outlook. Consistent with Spector (1997), mixed perceptions across job facets



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often result in moderate satisfaction rather than clear contentment or dissatisfaction. Overall, the findings suggest a stable yet delicate balance, where strengths in the work environment are tempered by structural limitations in growth opportunities.

Interpretation of data with Theoretical and Empirical Support

This multidimensional assessment aligns with Spector's (1997) argument that job satisfaction varies across domains such as recognition, supervision, and procedural justice. High satisfaction in immediate work contexts (task enjoyment, direct supervisors) resonates with Herzberg's Two-Factor Theory (1966), where motivators (like achievement and supervision) generate satisfaction, while the absence of hygiene factors (uncleaned toilets and rest rooms without minimum facilities) as well as lack of promotion and policy clarity results in dissatisfaction.

Studies by Clark (1997) and Rao & Suneetha (2020) have shown similar patterns in public sector transport roles, where limited promotion channels, bureaucratic rigidity, and lack of employee feedback mechanisms lead to low morale and job stagnation.

Positive Indicators

- Women conductors are generally satisfied with the core aspects of their job, including tasks, pay, supervision, and recognition.
- Trust in immediate supervisors and functioning communication systems reflect a well-maintained operational environment.
- Fair wage perception is notable, especially considering historical gender pay gaps in the public transport sector (Clark & Oswald, 1996).

Problem Areas and Challenges

- Promotion scored the lowest, suggesting systemic barriers to career advancement.
- Ambivalence around operating procedures and peer culture points to potential issues in policy enforcement, bureaucratic opacity, and team dynamics.
- Rigid rules and lack of employee involvement in decision-making may further alienate frontline workers.

While women conductors in APSRTC express satisfaction with their day-to-day roles, their overall job satisfaction is undermined by a lack of career growth or lack of promotions, unclear procedures, and inconsistent team dynamics. To ensure sustainable satisfaction and improve service delivery, targeted interventions in promotion policy, procedural clarity, and inclusive governance are essential. Strengthening these structural aspects will not only boost employee morale but also advance gender equity in public transportation leadership.

Testing of Hypothesis: Association between socio- economic determinants and Job satisfaction

The Chi-square analysis examined the association between educational qualification, family size, income level, and job satisfaction among women conductors. The findings indicate that educational qualification ($p = 0.346$) and family size ($p = 0.188$) do not have a statistically significant relationship with job satisfaction. Although Degree holders and respondents from smaller families appeared more frequently in dissatisfaction categories, these differences were not statistically meaningful. This suggests that personal demographic characteristics alone do not substantially determine job satisfaction in structured public sector roles.



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These results are consistent with prior research indicating that educational attainment does not necessarily enhance job satisfaction unless accompanied by improved job roles or advancement opportunities (Clark & Oswald, 1996). Similarly, studies on work–family dynamics have shown that family structure has only an indirect effect on job attitudes and is often mediated by workplace conditions (Greenhaus & Powell, 2006). In operational roles with standardized responsibilities, such as public transport services, organizational factors tend to outweigh individual background characteristics.

The statistically significant inverse association between income and dissatisfaction ($\chi^2 = 140.000$, $p < 0.05$) demonstrates that earnings substantially influence job satisfaction among women conductors. Higher income levels correspond with reduced dissatisfaction, highlighting the importance of financial stability in shaping employees' perceptions of their work environment.

This outcome can be interpreted through established motivational frameworks. Herzberg (1966) conceptualizes pay as a foundational condition of employment, where inadequate compensation generates dissatisfaction. Adams (1965) emphasizes that employees evaluate fairness by comparing their effort with received rewards, and perceived imbalance may intensify dissatisfaction. Similarly, Maslow (1943) situates income within the fulfilment of basic and security needs, which underpin overall well-being. Empirical research, including Clark and Oswald (1996) and Judge et al. (2010), further supports the view that compensation has a meaningful impact on job satisfaction, particularly among lower-income groups.

Collectively, the findings indicate that economic stability and equitable compensation policies exert a stronger influence on job satisfaction than variables such as education level or family size among women conductors in APSRTC. Furthermore, the chi-square analysis revealed statistically significant associations between certain demographic factors and job satisfaction categories. While these results suggest that socio-economic characteristics contribute to variations in satisfaction levels, structural and organizational factors appear to be more decisive determinants overall.

V. Policy Recommendations

To enhance job satisfaction among women conductors, APSRTC should implement transparent and merit-based promotion systems supported by periodic career reviews. Clearly defined advancement criteria and structured appraisal mechanisms can strengthen perceptions of fairness and motivate long-term organizational commitment.

Operational clarity should be improved through well-documented procedures, regular orientation programs, and accessible communication channels. Reducing role ambiguity and administrative inconsistencies can minimize work-related stress and improve service efficiency.

Additionally, promoting gender-responsive leadership and participatory governance is essential. Supervisory training in inclusive management, along with structured grievance redressal and consultative forums, can foster psychological safety, strengthen employee engagement, and contribute to sustained organizational effectiveness.

VI. Conclusion

The present study reveals that women bus conductors in the APSRTC Tirupati region experience a moderate degree of job satisfaction, shaped by both supportive and constraining organizational conditions. Positive perceptions are primarily associated with key aspects of the job, including the meaningful engagement with work and constructive supervisory relationships. These elements contribute to a sense of occupational value and workplace stability. However, the limited availability of structured promotion pathways highlights underlying institutional constraints that restrict professional mobility and long-term career growth. Such structural limitations may gradually influence motivation and organizational commitment if not systematically addressed.



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Overall, the findings emphasize the need for administrative reforms grounded in transparency, equitable career advancement mechanisms, and gender-sensitive organizational practices. Strengthening these dimensions is essential for fostering sustained employee satisfaction and enhancing institutional effectiveness within public transport services.

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