

A STUDY ON EMPLOYEE SATISFACTION (WITH SPECIAL REFERENCE TO A.P.S.R.T.C SANGAREDDY BUS DEPOT)

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ABSTRACT

Employee satisfaction is essential to the success of any business. A high rate of employee contentedness is directly related to a lower turnover rate. Thus, keeping employees' satisfied with their careers should be a major priority for every employer. While this is a well known fact in management practices, economic downturns like the current one seem to cause employers to ignore it. In order to execute well-informed business decisions, managers need more than a ledger of numbers to understand what is really taking place "on the front line." The employees who work day to day with the customers can provide invaluable feedback drawn upon first-hand experience. Encouraging bidirectional communications in this matter can create an organizational culture that breaks down silos and fosters teamwork between management and their staff. This type of employee-centric culture has an effect that extends beyond the internal sphere of an organization – it can actually affect a company's bottom line with a direct and noticeable impact on profits. Take, for instance, the average annual turnover rate in the United States. Depending on the industry, this can range from 15- 40%. With that in mind, consider also that it costs 10 times more to hire and train a new employee than it does to retain one. Furthermore, extensive research has shown that motivated and satisfied employees tend to contribute more in terms of organizational productivity and maintaining a commitment to customer satisfaction. Satisfaction is infectious – and it indeed permeates across the employee-customer boundary, where revenue and brand image are continuously at stake. This paper demonstrates the significance of employee satisfaction and how companies can successfully implement a program to positively impact both organizational culture and ultimately bottom line profits.

Keywords: Employee satisfaction, Employee engagement, Loyalty, Productivity

INTRODUCTION

Satisfaction is fulfillment of a need or desire and the pleasure obtained by such a fulfillment. Satisfaction is a good measure to evaluate personal attitude to the professional activity of enterprises. It also expresses a level of happiness of a person in his professional environment connected with interpersonal relations with colleagues and superiors. Employee satisfaction is a key part of successful business. Knowing the employee needs and achieving satisfaction are the basis for successful business activities the employee feedback is most important source of information for improving product and services. Satisfied and convinced employees ensure the company's success in the long term. Research has shown that companies that encourage or engage their employees to provide ideas or suggestions have a consistently higher employee retention rates, productivity and job – satisfaction.

Road Transport occupies a pivotal position in the transport system of the country .No other mode of transport system therefore can adequately or efficiently meet the demand for transport arising out of the economic ,social ,wealth ,cultural or religious needs of the people .Road passenger transportation was nationalized after the independence and transport organization were set up under the Road Transport corporation Act 1950 in almost all states and territories to operate road passenger Transport.

HISTORY OF A.P.S.R.T.C SANGAREDDY BUS DEPOT

The organization of A.P.S.R.T.C dates back to 1932 when it has been first established as a wing of Nizam state Railway in the nearest which Hyderabad state .As a pioneer in the field of nationalized passenger road services ,it has 27 busses and 166 employees at its inception in the name of NSR-RTC. .The most important milestone in the development of the state Transport in Andhra Pradesh was the formation of A.P.S.R.T.C on 11-1-1958, when the management of Road Transport services was transferred to a long awaited statutory body.

As on today APSTRTC is having 212 depots spread all over the State of Andhra Pradesh and the Sangareddy Depot is one among them. During the period of past one decade, the depot repeatedly progressed and tremendously expanded in its operations. The volume or increase in schedules has enriched the number of vehicles at the Depot. This increase in the number of vehicles and schedules has relatively influenced the man power and other infrastructure requirements; consequently, the Sangareddy Depot will become one of the busiest depots in Medak Region from 2011.

LITERATURE SURVEY

While going through the various literature surveys the following points could be highlighted. Employers that are untrustworthy are a burden to their employees and may cause stress. Distrust can result from a variety of situations (**Branham, 2005**). Harassment, in any form, may cause a new level of stress for the employee. It becomes increasingly difficult to do a respectable job at work when one is consistently faced with an uncomfortable working environment. This anxiety is caused by trying to avoid troublesome confrontations and situations. Workers may agonize about the consequences they would face if the harassment were to be reported, as well as the repercussions of not reporting it. Dissatisfaction with the job may come from sources other than stress Dissatisfaction may also arise, with the same result in turnover, when the work environment fails to have any flexibility or any source of

amusement for the employees; the tone of the business will become stressful or tedious (Kaye & Jordan-Evans, 1999). Lack of communication in the workforce is a major contributor to dissatisfaction. This is usually the result of managerial staff that is isolated and does not know how to relate to their employees on a personal or professional level (Branham, 2005). Often companies become more focused on production and revenues, rather than with their own employees, or even their customers. In the case of employees, the employees may rarely be praised for the quality of their performance. If a company does performance appraisals, the results may be given in such a harsh tone that, rather than motivating an employee, it intimidates and an employee may feel uncomfortable in the workplace, rather than encouraged to achieve more. It may be common for upper management in some workplaces, to take the ideas of lower level employees lightly, which leaves these employees feeling neglected and worthless. It becomes difficult for workers to see a bright future while working for the company. Those employees who do work well to support the company may not be compensated for their efforts. Employers that choose to under-compensate know that these employees will work hard for minimal pay, and these employers will compensate accordingly (Timpe, 1986). At the same time, the same employers will pay more to other employees who are not willing to work for minimal compensation. This compensation disparity leads to dissatisfaction because eventually the hard worker will notice that he or she is not being compensated fairly for the amount of work they are doing, and will begin searching for another company that will appreciate his or her labor. Employers should prepare for the interview by doing a job assessment to see what skills are necessary for the position, then testing applicants to see if they have the ability to be trained to the position and have the skills and knowledge that correspond with the job description (Kaye & Jordan-Evans, 1999). It is critical that during this phase, the employer give an accurate description of the job to candidates so they can prepare for the challenges ahead.

SCOPE OF THE STUDY

The scope of the study consists of data collection from the employees of sangareddy depot through the questionnaire regarding the facilities provided by A.P.S.R.T.C. to motivate employees and to know the benefits they are getting and the study also covered the suggestions given by the employees to motivate them. 100 permanent employees were taken for the study.

RESEARCH METHODOLOGY

The project is based on primary and second data.

- **Primary data:**-The primary data is collected through proper questionnaire distributed to the employees of the APSRTC.
- **Secondary data:**-The secondary data is collected through books, journals & internet

PERIOD OF THE STUDY

The period taken for the study is 2 months.

SIZE OF THE SAMPLE

The sample size taken for the study is from 100 Respondents

TOOLS APPLIED FOR THE STUDY

The statistical tool averages and percentage methods are applied for the study.

LIMITATIONS

1. The survey is done with respect to the permanent employees of Sangareedy Depot only.
2. Through this study, the satisfaction or the dissatisfaction level of employees is known but analyses could not be made as to which aspect directly leads to satisfaction or dissatisfaction. This actually differs from person to person.
3. Only the middle level management and lower level management could be contacted for the survey because the top level management was busy in their work schedule.

The duration of the study was for a limited period of 2 months.

DATA ANALYSIS & INTERPRETATION

Table 1. Showing the number of years the employees are working with APSRTC.

SCALE	NO OF EMPLOYEES	PERCENTAGE
0-2 YEARS	33	33%
3-5 YEARS	26	26%
6-7 YEARS	20	20%
MORE THAN 7 YEARS	21	21%

Interpretation

From the above table and graph, it is found that 33% of employees are working job since 2 years, 25% since 3 -5 years, 20% since 6 to 7 years and 21% since more than 7 years are working with the organization

Table 2. Showing level of satisfaction of employees towards the training provided by APSRTC

OPINION	NUMBER OF RESPONDENTS	PERCENTAGE
EXCELLENT	46	46%
GOOD	38	38%
MODERATE	12	12%
POOR	4	4%

Interpretation

From the above table, it is found that 46% of the employees are satisfied with the training provided by the organization, 30% of the employees hold that the training facilities are good,

12% and that it's moderate whereas 4% 90% of employees are not satisfied with the training provided by APSRTC.

Table 3. Showing employees opinion towards the work environment in APSRTC

OPINION	NUMBER OF RESPONDENTS	PERCENTAGE
YES	90	90%
NO	10	10%

Interpretation

From the above analysis, it can be inferred that 90% of the employees satisfied with the working environment in APSRTC whereas 10 % are not satisfied with the working environment in APSRTC

Table 4. Showing employees opinion towards the job or work given to them

PARTICULARS	NO. OF EMPLOYEES	PERCENTAGE
EXCELLENT	52	52%
GOOD	33	33%
MODERATE	10	10%
POOR	5	5%

Interpretation

From the above table it can be interpreted that 52% of the employees feel the job or task given to them is excellent,33% feel that the quality of work allotted to them is good , 10% feel its moderate whereas 5% do not feel so.

Table 5. Showing the level of satisfaction towards the job security in employees of APSRTC

PARTICULARS	NO OF EMPLOYEES	PERCENTAGE
YES	76	76%
NO	24	24%

Interpretation

From the above data it could be found that 76% of the employees believe that there is sufficient job security while 24% feel that they do not have required job security.

Table 6. Shows employees opinions towards the organization providing ltc facilities to their family

PARTICULARS	NO OF EMPLOYEES	PERCENTAGE
YES	66	66%
NO	34	34%

Interpretation

From the above, it could be inferred that 66%of the employees say that the provided ltc facility for the respective families while 34%of the employees do not believe so

Table 7. Shows employees expectations towards the further better working environment

PARTICULARS	NO OF EMPLOYEES	PERCENTAGE
YES	25	25%
NO	75	75%

Interpretation

From the above table, it can be concluded that 25% of the employees expect better working environment while 75%of the employees are already satisfied with the working environment of the organization

Table 8. Shows the employees level of satisfaction toward the payment of salary to them in APSRTC

PARTICULARS	NO OF EMPLOYEES	PERCENTAGE
YES	87	87%
NO	13	13%

Interpretation

It could be found that 87%of the employees are satisfied with the salary given by a.p.s.r.t.c while 13%of the employees are not much satisfied.

Table 9. Showing the employees opinion towards the compensation policy as tool of motivation

PARTICULARS	NO OF EMPLOYEES	PERCENTAGE
EXCELLENT	50	50%
GOOD	30	30%
MODERATE	12	12%
POOR	8	8%

Interpretation

From the above analysis, 50% of the employees rates the compensation policy as an excellent effective tool, 30% of the employees rate the policy as good, 12% as moderate whereas the remaining 8% of the employees also believe the same.

Table 10. Showing the opinion of employees on the accident insurance provided by the APSRTC

PARTICULARS	NO OF EMPLOYEES	PERCENTAGE
YES	100	100%
NO	0	0%

Interpretation:

From the above table it is inferred that the whole 100% of the employees are satisfied with the company’s accidental insurance

Table 11. Showing employees perception on the sufficiency of accident insurance amount paid to them

PARTICULARS	NO OF EMPLOYEES	PERCENTAGE
YES	100	100%
NO	0	0

Interpretation

From the above analysis, it can be said that 100%of the employees that the amount re-embossed sufficient.

Table 12. Showing the employees opinion on satisfaction level towards the other facilities in APSRTC

PARTICULARS	NO OF EMPLOYEES	PERCENTAGE
PROVIDENT FUND	15	15%
PENSION	35	35%
CHILDREN EDUCATION FACILITIES	50	50%

Interpretation

From the above table it is clear that only 15% of the employees are satisfied towards expected the provident policy provided by the company, 35% of the employees are satisfied towards pension scheme of the organization where as 50% of the employees are satisfied with regard to the children education facilities provided by the company.

FINDINGS & CONCLUSIONS

1. It is found that Majority of employees are working with APSRTC, Sangareddy depot since 2 years. The Majority of employees feel that they have a high level of job security and as such they want to continue their services.
2. The employees at the depot are satisfied with training provided to them and also with the working environment
3. Large numbers of employees say that they are provided with LTC and also accident insurance is provided to 100%. The children education facilities, canteen and refreshment facilities are also provided to the employees to the maximum sufficient level.
4. Most of the employees are satisfied with the salary paid to them towards the job performed.
5. Employees can strongly contribute to an organization’s success by having a customer-centric approach in their work and in their work-related interactions. However, they are more likely to do so if they are satisfied with their job.
6. The employee’s views about their job not only have an impact on their work experience, but also on tangible business outcomes such as customer satisfaction, sales, and profit.

7. Employees feel that their role is properly justified. The employees in the organization are placed in the right position with the right pay.
8. Because of the implications for profitability and growth, customer satisfaction is potentially one of the most powerful weapons that companies can employ in their fight to gain a strategic advantage and survive in today's ever-increasing competitive environment.
9. In a business environment that requires employees who are flexible, creative, and willing to take risks, it is necessary to find ways to help employees feel fulfilled and empowered in their work.
10. The single biggest contributor to these feelings of fulfillment, empowerment, and satisfaction lie in the day-to-day relationship between employees and their managers.

Employee satisfaction leads to customer satisfaction. When internal customers (employees) are happy, they treat external customers well. Customers will keep coming back for more. This grows the relationship and leads to customer loyalty.

SUGGESTIONS

1. It is suggested to improve the depth of training and it must involve more in career programmes
2. The employees are expecting better working condition, so the organization is advised to provide the same to the employees.
3. To provide the children education facilities and recreation facilities in a better and broader way.
4. The organization should improve the Superior-subordinate relationship so that there may be a smooth flow of work in the organization.
5. To provide equal pay for equal work and to increase the Pay-scale of the employees who work fruitfully & productively..
6. The organizations should take measures to appreciate and reward the employees who find innovative and better ways of doing the tasks.
7. It should consider the suggestions and recommendations given by the employees and should take corrective actions.
8. A grievance cell should be established so that the employees can put forth their problems without any hesitation or hindrance.
9. When the employees believe that they have a voice that carries influence, it deepens their commitment to the organization and encourages a continuous, positive dialogue
10. Employee satisfaction, in turn, translates directly into added value in terms of performance, customer relations, and profitability
11. It is suggested that by opening up channels for feedback and assessing employee satisfaction, management can make informed decisions that will allow for increased productivity, job satisfaction, and loyalty by targeting key areas of concern.

Clearly, while organizational leaders are rethinking how to manage the corporation, they must also rethink how they lead the people who drive it. We found that leadership skills directly related to employee satisfaction include: having a clear direction for the group; having realistic and clear objectives; and being able to give appropriate feedback, recognition, and support.

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