“Employee Job Satisfaction In Andhra Pradesh State Road Transport Corporation” (APSRTC) - A Study (With special reference to Vijayawada)

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ABSTRACT
Job satisfaction is an important aspect for an organization's success. A successful organization is the one with satisfied workers. Job satisfaction is more important for employees of the transport sector and more importantly for APSRTC employees. This research report tried to find out the main factors of job satisfaction and whether they have any impact on the job satisfaction of the employee of APSRTC. Firstly, the factors responsible for job satisfaction were identified through a literature review of various articles related to job satisfaction. A focus group discussion among employees and an exploratory research were also conducted. Thirty-one factors were found. Then to analyse the effect of these thirty-one factors, a quantitative research was done. The employees were selected through stratified random sampling. After conducting pretest the main survey was done. The result from chi square indicated that twenty-seven out of thirty-one factors have significant role on determining the level of job satisfaction. Factor Analysis was done under four factor headings and the significant factors among the four factor heading loadings were found in the study.

Key words: Job satisfaction, APSRTC, Employees

1.1 INTRODUCTION
For an organization employee is the most precious asset as the success of an organization basically depends upon its ability to attain goals and objectives and these cannot be attained without satisfying its manpower. Furthermore as each employee in organization has individual differences in terms of preferences, tastes and background, therefore their perspective differs towards a satisfied job, and so he has to be managed at workplace to improve as an individual, as a group which ultimately leads to organizational effectiveness as a whole. The performance of human being is influenced by psychological and social factorssuch as family, age, sex, experience, education, personal likes and dislikes, job working condition, emotion, welfare and privileges available to them, recognition, wages and salaries, considerate leadership, promotional opportunities, interaction with work group
and above all the job satisfaction they receive. Job satisfaction means a function which is positively related to the degree to which one’s personal needs are fulfilled in the job situation.

1.2 DEFINITION OF THE JOB SATISFACTION
According to Webster’s Dictionary (1986) Job satisfaction is defined as “how well a job provides fulfilment of a need or want, or how well it serves as a source or means of enjoyment”.

1.3 SIGNIFICANCE OF JOB SATISFACTION
Importance of employee satisfaction can understand in 2 main areas namely:
I. For Organization
   • Enhance employee retention.
   • Increase productivity.
   • Increase customer satisfaction
   • Reduce turnover, recruiting, and training costs.
   • Enhance customer satisfaction and loyalty.
   • More energetic employees.
   • Improve teamwork.
   • Higher quality products and/or services due to more competent, energized employees.

II. For Employee
   • Employ will believe that the organization will be satisfying in the long run
   • They will care about the quality of their work.
   • They will create and deliver superior value to the customer.
   • They are more committed to the organization.
      • Their work is more productive.

1.4 VARIABLES ON WHICH EMPLOYEE SATISFACTION DEPENDS
Through review of literature, the variables are mainly classified into two broad categories namely:-
I. Organizational Variables
II. Personal Variables
II. Personal Variables:
The personal determinants also help a lot in maintaining the motivation and personal factors of the employees to work effectively and efficiently. Employee satisfaction can be related to psychological factors and so numbers of personal variables determine the employee satisfaction of the employees. Following these 5 variables comes in this category:- 1) personality 2) expectation 3) age 4) education 5) gender differences.

1.5 RESEARCH GAP
Job satisfaction is a sensitive issue which differs from individual to individual and even time to time and place to place. There are several other studies on job satisfaction. A few studies have attempted to compare job satisfaction of employees working in different organizations. But none of the studies have attempted to measure job satisfaction in Andhra Pradesh State Road Transport Corporation. The present study attempts to fill such a gap. Further, most of the studies reviewed have been conducted either in the urban industrial centers or in the rural unorganized sector. But an area like Vijayawada has not been taken as the area of study for any other studies reviewed herein. Vijayawada is different from all other area, where reviewed studies have been conducted. Study area is declared to be

Chart 1: Types of Organizational Variables
Vijayawada since it is the headquarters for Krishna region of Vijayawada Zone and more over the job satisfaction of employees in APSRTC is some way different from the job satisfaction of the employees in any other organizations. Hence this study is different one from other studies.

1.6 SCOPE OF THE STUDY
The study aims to identify the influencing factors of job satisfaction among the employees of APSRTC Vijayawada. It covers all four cadres of employees working in the APSRTC Vijayawada. Further the study measures the relationship between factors which influences job satisfaction with that of the demographic variable Age. Further the employees of other zones had not been covered in the study. In the present study the level of job satisfaction has been analysed from point of employees working in Andhra Pradesh state road Transport Corporation (APSRTC) Vijayawada.

1.7. OBJECTIVES OF THE STUDY
The study has been undertaken with the following principal objectives.

1. To know the factors that influences the job satisfaction /dissatisfaction of employees working in the APSRTC Vijayawada.

1.8. HYPOTHESES OF THE STUDY
The following are the hypotheses formulated and tested in this study.

HO: There is no significant difference in job satisfaction among different cadres of employees working in APSRTC Vijayawada zone.

H1: There is significant difference in job satisfaction among different cadres of employees working in APSRTC Vijayawada zone.

1.9. METHODOLOGY
The present study “Employee job satisfaction in APSRTC-A Study” with special reference to Vijayawada, is a study based on the survey method among the employees working in APSRTC Vijayawada. A sample of 370 employees has been taken at Vijayawada zone on the basis stratified random sampling grouped into 10 categories. The sample covered all the segments of employees in the organization. An administered questionnaire was circulated to selected manpower in order to collect first-hand information.

1.10. DATA COLLECTION
Data has been collected from both primary and secondary sources. In general “5” point scale was used in questionnaires but certain general questions were also included. This has followed by personnel interview of informal nature. Secondary sources of data were also used and it includes the records, files broachers and other published and unpublished materials of the topic.

1.11. STATISTICAL TOOLS
The enquiry essentially is in the nature of quantitative study. Though the study has not used advanced quantitative methods but a few statistical techniques like percentage Analysis, Cross tabs, Chi-Square, Cronbach’s alpha, Factor analysis has been used where ever necessary to make the data more precision and systematized.

1.12. RELIABILITY OF THE DATA
Cronbach’s alpha
The researcher has administered the alpha scale method of reliability analysis. For the present study, the alpha coefficient is 0.7896 which states the reliability for further continuation of the study.

1.13. LIMITATIONS OF THE STUDY
The study is based on the opinions expressed by the APSRTC employees. Opinions are likely to vary overtime and further the opinions depend upon psychological temperament of the respondent. Even though the researcher has taken much pain with patience to elicit data from the respondents in their good mood there could have been personal bias of the respondents, which is a major limitation to the present study. The study area is confined to APSRTC Vijayawada only. Therefore while generalizing the results; the care is to be taken into account. But in using the findings of the study it is advisable to have a due care on the results with area of the study. Despite these limitations, the study has solid evidence based on the responses of the APSRTC employees.

1.14. ANALYSIS OF JOB SATISFACTION IN APSRTC VIJAYAWADA

Job satisfaction is influenced by several variables which are either related to the employees or their job. While a few of such variables are personal in nature, the others are related to their job. Further many of such variables are quantitative in form while a few others are non-quantitative. In the study it is observed that there are variables directly or indirectly related to the job satisfaction of the employees' in the APSRTC Vijayawada. Scaling technique is employed for attaining view on influence of variables on job satisfaction since these variables are in different forms which tend to influence job satisfaction of employees in the APSRTC Vijayawada. For generalisation Likert scale with five stages is used for the variables which have been identified as factors. Analysis was done by Cross tabulations among the identified variables with that of demographic variable Age to measure the significant effect through chi square test of each variable on job satisfaction and the result states that factors are significant for determining the level of job satisfaction. The Factor analysis is used in the study which has helped to locate the latent influencing factors related to job satisfaction. Chi-square analysis establishes relationship between these identified latent factors and helps to locate the role of each of these factors in job satisfaction. These identified factors have been grouped into the different headings based on Questionnaire and they are presented as:

1. Motivation towards job Factor Analysis:

After knowing the individual perceptions of the employees on job satisfaction level with regard to above said factors Researcher consolidated the factors to 7components to know overall motivational levels of employees in the organisation and for this the factor analysis was done and its information was presented in the following table.

<table>
<thead>
<tr>
<th>Motivation towards job Factor Analysis:</th>
<th>KMO and Bartlett's Test</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kaiser-Meyer-Olkin Measure of Sampling Adequacy.</td>
<td>.696</td>
</tr>
<tr>
<td>Bartlett's Test of Approx. Chi-Square df</td>
<td>445.020 21</td>
</tr>
<tr>
<td>Sphericity Sig.</td>
<td>.000</td>
</tr>
</tbody>
</table>
Inference: Factor Analysis is a data reduction technique. It also helps in structure detection among the variables and further helps in studying the underlying crucial factors that cause the maximum variation. Preceding to factor analysis first the researcher tested the eligibility of the data by checking KMO-Bartlett's test which is a measure of sampling adequacy (KMO test also tests for multivariate normality among the variables). The KMO value is .696 >0.6 indicates multivariate normality among variables. Further, Bartlett's test (test of inter correlation among the variables) is conducted to test sphericity among variables, since the significance value is less than .005 the researcher proceeds with factor analysis.

Interpretation: Through the analysis it is found that out of the seven factors identified for the motivation of the employees of that only three factors rated as influential factors in the study. Hence the management should consider the below factors before implementation of any decision in the organisation.

<table>
<thead>
<tr>
<th>S.No</th>
<th>Factor Name</th>
<th>Factor Loading</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Opportunities are provided through the extension of a job with more responsibility for personal achievement</td>
<td>.764</td>
</tr>
<tr>
<td>2</td>
<td>Opportunities to utilize personal skills and abilities</td>
<td>.843</td>
</tr>
<tr>
<td>3</td>
<td>Management really interested in motivating the employees</td>
<td>.779</td>
</tr>
</tbody>
</table>

2. Working conditions Factor Analysis:

To know the overall work culture that exists in the organisation a consolidated factor analysis was made and its information of working conditions is presented in the following table.

Working conditions Factor Analysis

KMO and Bartlett's Test

<table>
<thead>
<tr>
<th></th>
<th>Kaiser-Meyer-Olkin Measure of Sampling Adequacy</th>
<th>.804</th>
<th>Bartlett's Test of Sphericity</th>
<th>Approx. Chi-Square</th>
<th>Df</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Approx. Chi-Square</td>
<td>677.672</td>
<td>Df</td>
<td>153</td>
<td></td>
<td>.000</td>
</tr>
</tbody>
</table>

Inference: Factor Analysis is a data reduction technique. It also helps in structure detection among the variables and further helps in studying the underlying crucial factors that cause the maximum variation. Before proceed with factor analysis first the researcher tested the eligibility of the data by checking KMO- Bartlett's test which is a measure of sampling adequacy (KMO test also tests for multivariate normality among the variables). The KMO value is .804>0.6 indicates multivariate normality among variables. Further, Bartlett's test (test of inter correlation among the variables) is
conducted to test sphericity among variables, since the significance value is less than .005 the researcher proceeds with factor analysis.

**Results Interpretation:** To understand the total work culture in the organisation a total 18 factors formulated out of which 6 factors rated as most influential factors in the organisation. Hence management should consider the below factors before adopting any work rules in the organisation.

<table>
<thead>
<tr>
<th>S.No</th>
<th>Factor Name</th>
<th>Factor value</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Team spirit or mutual understanding in middle level</td>
<td>0.641</td>
</tr>
<tr>
<td>2</td>
<td>Remuneration / compensation for overtime is as per standards</td>
<td>0.782</td>
</tr>
<tr>
<td>3</td>
<td>Cordial relations were maintained between superiors and subordinates</td>
<td>0.781</td>
</tr>
<tr>
<td>4</td>
<td>Promotions were as per the merit and seniority</td>
<td>0.618</td>
</tr>
<tr>
<td>5</td>
<td>Safe and healthy work environment</td>
<td>0.728</td>
</tr>
<tr>
<td>6</td>
<td>A feeling of accomplishment from the work you are doing</td>
<td>0.861</td>
</tr>
</tbody>
</table>

**3. Job perception Factor Analysis**

**Job perception Factor Analysis**

**KMO and Bartlett's Test**

<table>
<thead>
<tr>
<th>Kaiser-Meyer-Olkin Measure of Sampling Adequacy</th>
<th>Bartlett's Test of Sphericity</th>
</tr>
</thead>
<tbody>
<tr>
<td>.778</td>
<td>682.240</td>
</tr>
<tr>
<td>Approx. Chi-Square</td>
<td>df</td>
</tr>
<tr>
<td>36</td>
<td>Sig.</td>
</tr>
<tr>
<td>.000</td>
<td>.000</td>
</tr>
</tbody>
</table>

**Inference:** Factor Analysis is a data reduction technique. It also helps in structure detection among the variables and further helps in studying the underlying crucial factors that cause the maximum variation. Before we proceed for factor analysis first the researcher tested the eligibility of the data by checking KMO- Bartlett's test which is a measure of sampling adequacy (KMO test also tests for multivariate normality among the variables). The KMO value is .778>0.6 indicates multivariate normality among variables. Further, Bartlett's test (test of inter correlation among the variables) is conducted to test sphericity among variables, since the significance value is less than .005 the researcher proceeds with factor analysis.

**Results Interpretation:** Through the analysis it is found that out of the nine factors identified for the job design and conditions for the employees of that only three factors rated as influential factors in the study hence the management should consider the below factors before implementation of any decision in the organisation.

<table>
<thead>
<tr>
<th>S. No</th>
<th>Factor Name</th>
<th>Factor loading</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Supervisors encourage me to be my best</td>
<td>.813</td>
</tr>
<tr>
<td>2</td>
<td>I experience personal growth</td>
<td>.804</td>
</tr>
<tr>
<td>3</td>
<td>My work gives me a feeling of personal accomplishment.</td>
<td>.830</td>
</tr>
</tbody>
</table>
4. Job satisfaction Factor Analysis

Job satisfaction Factor Analysis

KMO and Bartlett's Test

| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | .684 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 315.366 |
| df | 105 |
| Sig. | .000 |

Inference: Factor Analysis is a data reduction technique. It also helps in structure detection among the variables and further helps in studying the underlying crucial factors that cause the maximum variation. Before we proceed for factor analysis first the researcher tested the eligibility of the data by checking KMO- Bartlett's test which is a measure of sampling adequacy (KMO test also tests for multivariate normality among the variables). The KMO value is .684>0.6 indicates multivariate normality among variables. Further, Bartlett's test (test of inter correlation among the variables) is conducted to test sphericity among variables, since the significance value is less than .005 the researcher proceeds with factor analysis.

Results Interpretation: After the detailed analysis with regard to job satisfaction in the APSRTC overall 15 influential factors were identified for the proper motivation of the employees of that only six factors rated as most influential factors in the study hence the management should consider the below factors before implementation of any decision in the organisation.

<table>
<thead>
<tr>
<th>S.No</th>
<th>Factor Name</th>
<th>Factor value</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Recognition of work</td>
<td>0.662</td>
</tr>
<tr>
<td>2</td>
<td>Authority &amp; Responsibility</td>
<td>0.642</td>
</tr>
<tr>
<td>3</td>
<td>Freedom at work</td>
<td>0.693</td>
</tr>
<tr>
<td>4</td>
<td>Enhancing skills and abilities</td>
<td>0.738</td>
</tr>
<tr>
<td>5</td>
<td>Scale of Pay</td>
<td>0.808</td>
</tr>
<tr>
<td>6</td>
<td>Non-monetary benefits</td>
<td>0.872</td>
</tr>
</tbody>
</table>

FINDINGS AND CONCLUSION

In order to find the factors that are significant in determining the level of job satisfaction chi square analysis was done for the identified variables and these factors have been cross tabulated with that of demographic variable Age and the analysis states that factors has been proved to be significant one or positively influences the level of job satisfaction. Factor Analysis was done to identify the most influencing factors that determine job satisfaction of employees. The four significant factors that emerged from factor analysis with respect to the Job Satisfaction of employees in APSRTC are detailed below. For convenience the researcher had grouped the factors under four headings namely factor1 as Motivation towards job, Factor2 as working conditions, Factor 3 as Job perceptions and Factor 4 as job satisfaction.

Factor I: Motivation towards job:

This factor has significant loadings on the following variables:
The highest loadings on this factor are on the three variables, viz Opportunities to utilize personal skills and abilities (.843), Management really interested in motivating the employees (.779), Opportunities are provided through the extension of a job with more responsibility for personal achievement (.764) decide that these three are most significant for job satisfaction.

**Factor II: Working conditions**
This factor has significant loadings on the variables indicated below.

The highest loading among the six are: A feeling of accomplishment from the work you are doing (.861), Remuneration / compensation for overtime is as per standards (.782), Cordial relations were maintained between superiors and subordinates respectively are most significant (.781) The other three Safe and healthy work environment (.728), Team spirit or mutual understanding in middle level (.641), Promotions were as per the merit and seniority (.618) are also significant but lower than the top three factor.

**Factor III: Job perceptions**
This factor has significant loadings on the following variables:

Highest loadings on this factor are on all three variables viz, my work gives me a feeling of personal accomplishment (.830), Supervisors encourage me to be my best (.813), I experience personal growth (.804).

**Factor IV: Job Satisfaction**
This factor has significant loadings on the following variables:

The highest loadings on this factor are on two variables, viz., Non-monetary benefits (.872), Scale of Pay (.808). Loadings on the variable Enhancing skills and abilities (.738) are significant. Loadings on Freedom at work (.693), Recognition of work (.662), Authority & Responsibility (.642) are significant but not so high.

**References**


