



**INTERNATIONAL JOURNAL OF ENGINEERING SCIENCES & RESEARCH  
TECHNOLOGY**

**A STUDY ON EMPLOYEE SATISFACTION AT TELENGANA STATE ROAD  
TRANSPORT CORPORATION (TSRTC) EMPLOYEES MAHABUBNAGAR BUS  
DEPOT**

**G.Santosh Kumar, P.Shirisha**

\* Associate Professor & HOD, Department of Business Management, Sree Visvesvaraya Institute of Technology and Science, Mahabubnagar Dist., India  
Assistant Professor, Department of Business management, Adarsh PG College of Computer Sciences, Mahabubnagar Dist., India

---

**ABSTRACT**

Employee satisfaction is used to describe whether employees are happy and contented and fulfilling their desires and needs at work. Many measures purport that employee satisfaction is a factor in employee motivation, employee goal achievement, and positive employee morale in the workplace. Employee satisfaction is crucial 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 main concern 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. 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.

**KEYWORDS:** Employee satisfaction, Employee engagement, Productivity, Customer Satisfaction.

**INTRODUCTION**

The idea of employee satisfaction can be traced back to a significant movement that helped in the evolution of understanding and managing people: the Human Relations Movement. The Human Relations Movement included the Hawthorne Legacy and McGregor's Theory X and Y. The Hawthorne Legacy results concluded that individual needs, supportive supervision, and group dynamics had an extremely powerful effect. Focusing more on an individual's needs was the beginning to the idea of employee satisfaction. This was also apparent in comparing and contrasting McGregor's Theories X and Y. McGregor's Theory X assumes that most people disliked work and would avoid it when they could. People must be coerced and threatened with punishment before they would do work. Employee satisfaction was not a concern in Theory X. It was in McGregor's Theory Y that employee satisfaction started to show. Work was a natural activity, like play or rest. People were viewed as creative and

imaginative. Companies cared more about the people who worked for them. The Total Quality Management Movement included the Deming Legacy, which emphasized formal training for employees, helpful leadership rather than order giving and punishment, elimination of fear so employees can feel free to ask questions, and teamwork. When people are managed according to Total Quality Management principles, everyone is more likely to get the opportunities and goods and services they demand, ultimately resulting in a much higher level of employee satisfaction.

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.

Every human being travels for some purpose like students going to schools, colleges, and picnics, employees to offices and families on tours and pilgrims etc. Most probably Indian population prefer to travel in Govt. Transport systems like Roadways or Railways as they feel safe in journey when compared to use of their own vehicles or private Transport systems. 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.

### **HISTORY OF T.S.R.T.C MAHABUBNAGAR BUS DEPOT**

Andhra Pradesh State Road Transport Corporation provides transit facility in the state of Andhra Pradesh. It has in its fleet approximately 18000+ buses. Due to its strength in terms of the fleet, the number of miles it covers daily, the total number of employees and connections to the adjacent states, TSRTC is considered as the largest state transport undertaking in the world. TSRTC runs intercity and inter district buses within the state of Telangana. It also runs interstate routes connecting to the adjacent states of Andhra Pradesh, Tamil Nadu, Orissa, Karnataka - KSRTC and Maharashtra. Telangana and Andhra Pradesh has a total road network of 178,474 Kilometers with about 12 National Highways of 4014 Kms. and State Highways of 8763 Kms.

The origin of TSRTC dates back to June 1932, when it was first established as NSR-RTD (Nizam State Rail & Road Transport Department), a wing of Nizam State Railway in the erstwhile Hyderabad State, with 27 buses and 166 employees. The Corporation's buses cover 6.63 million KMs. and carry 127.87 million people to their destinations every day. They connect 24,336 villages to all major towns and cities in Telangana which constitutes 95% of road transport. TSRTC operates to City and Mofussil areas.

TSRTC has Zonal head quarters at Hyderabad. TSRTC under the present name was formed after

Telangana state was declared after 2<sup>nd</sup> June 2014 previously APSRTC was established on 11th January 1958 in pursuance of the Road Transport Corporations Act 1950. Mahabubnagar has bus services, arranged by state owned TSRTC, to Hyderabad, Kurnool, Raichur and Mumbai. The town is at a distance of 98 km, 150 km and 105 km from Hyderabad, Kurnool town and Raichur respectively. Bus frequency from Hyderabad and Raichur is very good. It is well connected with all towns of Mahabubnagar district. Best way to reach Mahabubnagar is to travel by National Highway 7 (India) (NH 7 connecting Kanyakumari and Varanasi) and divert at Jadcherla, which is 14 km from this town. Mahabubnagar is southern district of Hyderabad state under Nizam and bordered with River Krishna in the south and surrounded by the Hyderabad, Kurnool, Raichur and Gulbarga districts. This place was formerly known as "Rukkammapeta" and "Palamooru". The name was changed to Mahabubnagar on 4th December 1890, in honour of Mir Mahbub Ali Khan Asaf Jah VI, the Nizam of Hyderabad (1869-1911 AD). It has been the headquarters of the district since 1883 AD. In the year 1994, the Corporation has undergone reorganized. As a part of reorganization, Zonal set up was introduced and Mahabubnagar district has become a 'REGION' w.e.f. 18.11.1994 with its head quarters at Mahabubnagar. This region now comprises of five major bus depots.

### **LITERATURE SURVEY**

In most of the 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 the primary data collection from the employees of Mahabubnagar

depot through the questionnaire regarding the facilities provided by TSRTC to motivate the employees and to know the benefits that they are getting by the TSRTC. The study also covers the suggestions given by the employees to motivate them. The study was conducted by taking a sample of 100 regularized employees.

**RESEARCH METHODOLOGY**

The study is based on primary and second data collected.

**Primary data:**-The primary data is collected through proper questionnaire distributed to the employees of the TSRTC.

**Secondary data:**-The secondary data is collected through books, journals & internet.

**PERIOD OF THE STUDY**

The period taken for the study is 50 days.

**SIZE OF THE SAMPLE**

The sample size in the study is 100 Respondents.

**TOOLS APPLIED FOR THE STUDY**

The statistical tools averages and percentage methods are applied for the analysis of the study.

**LIMITATIONS**

1. The survey is done with respect to the permanent employees of Mahabubnagar 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 45 days.

**DATA ANALYSIS & INTERPRETATION**

*Table 1. Employees working with the TSRTC in years*

SCALE	NO OF EMPLOYEES	PERCENTAGE
0-2 YEARS	35	35 %
3-5 YEARS	25	25 %
6-7 YEARS	19	19 %
MORE THAN 7 YEARS	21	21 %

**Interpretation**

From the above table and graph, it is found that 35% of employees are working since 2 years, 25% since 3 -5 years, 19% since 6 to 7 years and 21% since more than 7 years are working with the organization

**Table 2. Percentage level of satisfaction of employees towards the training by TSRTC**

OPINION	NUMBER OF RESPONDENTS	PERCENTAGE
EXCELLENT 46 46 % GOOD 38 38 % 46	46 % GOOD 38 38 % D %	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 TSRTC.

**Table 3. Showing employees opinion towards the work environment in TSRTC**

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 TSRTC whereas 10 % are not satisfied with the working environment in TSRTC

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

OPINION	NUMBER OF RESPONDENTS	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 TSRTC**

OPINION	NUMBER OF RESPONDENTS	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**

OPINION	NUMBER OF RESPONDENTS	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**

OPINION	NUMBER OF RESPONDENTS	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 TSRTC**

OPINION	NUMBER OF RESPONDENTS	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**

OPINION	NUMBER OF RESPONDENTS	PERCENTAGE
EXCELLENT	52	52 %
GOOD	33	33 %
MODERATE	10	10 %
POOR	5	5%

**Interpretation**

From the above analysis, 52% of the employees rates the compensation policy as an excellent effective tool, 33% of the employees rate the policy as good, 10% as moderate whereas the remaining 5% of the employees also believe the same.

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

OPINION	NUMBER OF RESPONDENTS	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*

OPINION	NUMBER OF RESPONDENTS	PERCENTAGE
YES	100	100%
NO	0	0%

**Interpretation**

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

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

OPINION	NUMBER OF RESPONDENTS	PERCENTAGE
PROVIDENT FUND	15	15 %
PENSION	35	35 %
CHILDREN EDUCATION	0	0 %
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 TSRTC, MAHABUBNAGAR 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 programs

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.

6. "Working Today: Understanding What Drives Employee Engagement and satisfaction." Towers Perrin, 2003.
7. Koslowsky, M. & Krausz, M. (2002). "Voluntary employee withdrawal and inattendance". New York: Plenum Publishers.
8. Beverly Kaye and Sharon Jordan-Adams, "Building Loyalty and Commitment in the Workplace." Career Systems International, 2002.
9. "Creating a Highly Engaged and Productive Workplace Culture." The Gallup Organization, 2001.
10. Kaye, B. & Jordan-Evans, S. (1999). "Love'em or lose'em". San Francisco, CA: Berrett- Koehler Publishers.
11. [www.TSRTC.ac.in](http://www.TSRTC.ac.in)

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.

## REFERENCES

1. Gary Dessler, Human Resource management, 10<sup>th</sup> Edition, 2008
2. Clutter buck, David. (2007). "Coaching the team at work". London: Nicholas Brealey International.
3. Branham, L. (2005). "The 7 hidden reasons employees leave: How to recognize the subtle signs and act before it's too late". New York, NY: Amacom.
4. Rudman, R. (2003). "Performance planning & review: 2nd edition. Sydney, Australia": Allen and Unwin Academic.
5. "Linking Employee Satisfaction with Productivity, Performance, and Customer Satisfaction." Corporate Executive Board, 2003.