

**Employee Job Morale And Job Satisfaction: A Study Of Public Transport System With
Reference to Maharashtra State Road Transport Corporation (MSRTC) , Nagpur
Division**

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Abstract

Public Transport, as an essential service provider, is an integral component of infrastructure, which is a vital requirement for social and economic development. There is no substitute or an alternative for an affordable and efficient Public Transport System..

The Present Maharashtra State Road Transport Corporation(M.S.R.T.C.) represents the confluence of three streams for providing passenger road transport in the public sector. These related to the Pre-1956 Reorganization states of Bombay, Madhya Pradesh and Hyderabad

Various departments of MSRTC work under various heads and authorities. Their nature of work, job responsibilities and authorities are defined and they are mostly responsible for doing their duties and governed by various acts as well as Government resolution from time to time.

The challenges which the Maharashtra State Road Transport Corporation (M.S.R.T.C.) had to face are related to Human Resource Management which pose a focus on functioning of various departments and thereby employees in concern leading to satisfaction of passenger under consideration.

The objective of this research is intended to studythe employee job morale and job satisfaction of Maharashtra State Road Transport Corporation (M.S.R.T.C.) Nagpur Division.

Keywords: Job morale , Job satisfaction ,MSRTC , HR Policy

INTRODUCTION

About MSRTC -

Maharashtra State Road Transport Corporation (MSRTC) also referred to as MSRTC, or simply ST, is the state run bus service of Maharashtra, with 16,000 buses which ferry 7 million (70 lakh) passengers daily on 17,000 routes. It is the third largest bus service provider in India (after APSRTC and TNSTC) and serves routes to towns and cities within Maharashtra and adjoining states. Apart from locations within the state of Maharashtra, the MSRTC service also covers destinations such as Ahmedabad and Surat (in Gujarat), Bangalore (in Karnataka), Goa and Indore (in Madhya Pradesh). It is one of the largest fleet MSRTC runs bus services starting from the basic bus service for the masses to the Air conditioned bus service meeting the world class standards.

Statement of the problem

The Human Resources Management in Transport Sector Undertakings is gaining importance in recent years because of the vast improvement in the measure and value of services and increase in employee strength, which call for managing a number of issues on the selection of right personnel, training process, and rapport of employees irrespective of the chain of command. In this context the researcher has tried to know all the existing human resources policies and practices and the individual characteristics of employees which influence the human resource management. Hence, the present study.

Review of literature

Some of the important studies conducted on human resource management relating to study are reviewed here. Joshi S.S., et al. (1991) in their article titled "Recruitment, Training and Manpower Development in BEST" have studied the necessity of training to the staff at all levels of manpower planning in public transport undertakings. They have suggested that proper recruitment, training and manpower development are the most important at every level of any organisation so that it results in efficient management and effective utilization of all resources, especially in Transport undertaking. Prem Babu (1993) in his article titled "Human Resource Development in Greater Manchester Buses. United Kingdom" has highlighted the details of human resources department of GMBL, training and development and leadership problem in the GMBL. In his article he has concluded that the training programme for managers and supervisors in GMBL would be the need of the individual managers and supervisors for overall improvement in the performance of the GMBL Company. Murugesan R. and Ramamoorthy N.V. (1996) in their article titled "Quality on Services in State Transport Undertakings - Evaluation and Improvement" has studied the important service characteristics to determine the level-of-transport services from the regular users of state bus transport. They have concluded that the deficiency of the various quality measures would affect the improvement level of transport services in India. Patel M.K. (2006) in his book entitled "HRD Practices in Service Industry : A Study of Women Employees" highlighted that HRD general practices, HRD climate, industrial relations, wages and salary, welfare activities, promotion and transfer, performance appraisal, recruitment and training and development practices in various service sector's organizations in India concentrated much to higher performance. Human resources are the vital part of

an organisation's growth. The development of human resources carries a vast importance for the future of the organisation.

Nicole Renee Baptiste (2008) in their study, data were collected from a public sector (local garments) organization to identify the link between HRM practices and employee well being at work and performance. A preliminary staff survey of employees provides a brief over view of the link between HRM practices and employee wellbeing at work and performance. Findings show that HRM practices adopted have a significant impact on employee well being at work and tend to be more positive than negative.

Muhammad Asif Khan (2010) did study on “Effects of Human Resource Management Practices on Organizational Performance – An Empirical Study of

Oil and Gas Industry in Pakistan”. The study evaluates the effects of human resource management practices on organizational performance in Oil and Gas Industry in Pakistan. A total of 150 managers of 20 randomly selected firms from Oil and Gas Industry responded to

self-reported questionnaire that measured five HRM practices and subjective measures of organizational performance. Factor analysis was performed to identify human resource management practices. Regression analysis indicated a positive and statistically significant association of these practices with organizational performance. The study provides insight to management to use these practices as strategic tool for superior performance, and add to the limited empirical

Objectives:

The objectives of proposed research study are as follows:-

1. To know the how Human Resource policies of Maharashtra State Road Transport Corporation Nagpur division depot contribute to employee motivation.
2. To Analyse the Employee motivation and morale-building
3. To identify the factors influencing job satisfaction and job morale.

Hypothesis

H₀ : The Human resource policies and practices of Maharashtra State Road Transport Corporation are not effective and favourable for employees job satisfaction

H₁ : human Resource policies and practices of Maharashtra State Road Transport Corporation are effective and favourable for employees job satisfaction.

Research Methodology

Primary data -

- a) Questionnaire Technique.
- b) Personal interview.
- c) Observations.

Secondary data

1. MH. Govt. publications
2. MSRTC Reports.
3. Published news.
4. Finding of the private studies
5. Report of Research organizations

Research Design

The present study is doctrinal as well as empirical. This is doctrinal because it has been carried out on published secondary data like, Books, Journals, records, Information collected from different websites of internet. It is based on the study of HR Records maintained Nagpur division Maharashtra State Road Transport Corporation. The study is exploratory as it's tries to explore various Records maintained by Maharashtra State Road Transport Corporation . The present study is empirical in nature as it tries to collect the first hand information from the universe and analyze the same in the later stage.

Sample design

This research tries to describe the opinion of the respondents on the selected topic. Although the design is called as descriptive, the part of the study related to collection of secondary data; does include exploration which has helped in formulating the hypothesis and objectives of this research.

Data is collected from both primary and secondary data through Questionnaire method, formal interviews and informal interactions with the employees. The Primary data is collected as already pre-tested schedules keeping in mind the objectives of the study. Total 500 operating employees are covered, which included Drivers, Conductors, Mechanics Controller and officers.

Sampling technique

Simple random sampling is the basic sampling technique where we select a group of subjects (a sample) for study from a larger group (a population). Each individual is chosen entirely by chance and each member of the population has an equal chance of being included in the sample.

Sample area –The venue of the present study was conducted in Nagpur district, There are six depots under Nagpur division and one division office. This are

| S.No. | Place | Depots |
|-------|--------|-----------------|
| 1. | Nagpur | Division office |
| 2. | Nagpur | 1 – Depot |
| 3. | Nagpur | 2 – Depot |
| 4. | Umred | Depot |
| 5. | Katol | Depot |
| 6. | Saoner | Depot |
| 7. | Ramtek | Depot |

Scale of measurement

For the purpose of analyzing the perception of employees on human resources management practices, the author has identified eight important factors covering the various elements of human resource management. The responses were analyzed by using Likert's Five Point Scaling Techniques to derive mean score and to measure the positive and negative responses of the employees.

Data presentation and analysis

| Parameter | Strongly Disagree | Disagree | Can't say | Agree | Strongly Agree | Mean | S.D. | Z - value |
|---|-------------------|----------|-----------|-------|----------------|-------|----------|-----------|
| Employee have high job morale | 00 | 35 | 104 | 346 | 15 | 3.682 | 0.646306 | 1.09722 |
| Employees are satisfied with salary | 35 | 435 | 00 | 20 | 10 | 2.07 | 0.637112 | 6.75533 |
| Employees are motivated towards work | 35 | 316 | 39 | 75 | 35 | 2.518 | 1.054467 | 3.13415 |
| There are positive work environment | 40 | 350 | 00 | 75 | 35 | 2.43 | 1.06177 | 3.29742 |
| Employees are facing job stress and job pressure. | 14 | 54 | 00 | 346 | 86 | 3.872 | 0.917223 | 0.3112 |
| Employees are satisfied with job duties | 26 | 204 | 24 | 235 | 11 | 3.002 | 1.084596 | 2.05195 |
| Employees are satisfied job working time | 21 | 135 | 24 | 304 | 16 | 3.318 | 1.036835 | 1.46683 |
| Employees are satisfied with facilities provided to improve performance | 85 | 355 | 00 | 45 | 15 | 2.1 | 0.88971 | 4.76223 |

Conclusion

Z score indicates how many standard deviations an observation is from the sample mean. A Z score greater than 1.96 or less than -1.96 indicates that the observation is statistically significant at a 5% significance level, which means that the probability of the observation occurring by chance is less than 5%.

Based on the Z score calculations, we can see that the following parameters are statistically significant at a 5% significance level

- Employees have high job morale
- Employees are facing high job stress and job pressure

- Employees are not satisfied with facilities provided to improve performance
- Motivation level of employees is low.

It can be said that available manpower is less than required and MSTC is facing a shortage of manpower. Employees are overloaded with heavy work load and resulting in to hampering efficiency. Employees are getting lower salary compare to other government organization. Because of poor salary structure, Employees shows dissatisfaction for their salary. It shows that employees have low motivation towards the work. It can be said that the reasons behind low employee motivation towards job were low salary, poor facilities, more workload, shortage of manpower etc.

It shows that employees are facing job pressure because of higher workload. MSRTC should effectively plan for decision on recruitment policies, salary and perks policies, training for employees. MSRTC should look on the matter of creating facilities by adding technology such as computerisation of departments The Study shows that the HRM practices of the Maharashtra State Road Transport Corporation (MSRTC) are satisfactory. Particularly, some of the findings have had the negative sense that should be remedied by the Corporation soon.

Suggestions

The drivers are really doing a sensitive job to the society and their life is at heavy risk. Hence, the Corporation has to enhance their salary and risk allowance has to be provided along with all generous work benefits. Stress management programmes at all levels should be conducted at frequent intervals since drivers and conductors are moving with the general public daily. . Medical facility in the depots is highly required for the employees. Absenteeism should be controlled by the Corporation to enhance the productivity performance

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