



JOB SATISFACTION OF THE TRANSPORT EMPLOYEES IN THENI DISTRICT OF TAMILNADU

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Abstract

Job satisfaction is the level of contentment a person feels regarding his or her job. This feeling is mainly based on an individual's perception of satisfaction. Job satisfaction can be influenced by a person's ability to complete required tasks, the level of communication in an organization, and the way management treats employees. From the study it is concluded that the employees of the private sector transport undertakings expect more facilities, monetary and non monetary benefits from their management. Hence the owners of the private sector transport undertakings may follow the suggestions offered by the researcher to increase the job satisfaction of their employees than the existing level. Regarding the public sector transport undertakings welfare facilities, social security schemes and distribution of workload are the areas to be concentrated by the authorities to improve the job satisfaction and reduce the stress among the employees.

Keywords: Job Satisfaction, Transport Industry, Chi-square test, ANOVA, and Multiple Regression.

Introduction

Job satisfaction is the most widely investigated job attitude, as well as one of the most extensively researched subjects in Industrial / Organizational Psychology. Many work motivation theories have represented the implied role of job satisfaction. In addition, many works on satisfaction have tried to explain job satisfaction and its influence. Job satisfaction has been linked to productivity, motivation, absenteeism / tardiness, accidents, mental / physical health and general life satisfaction. A common idea within the research has been that, to some extent, the emotional state of an individual is affected by interactions with their work environment. The link between job satisfaction and job performance has a long and controversial history. A link does exist between job satisfaction and job performance; however, it is not as strong as one would initially believe. The weak link may be attributed to factors such as job structure or economic conditions. For example, some jobs are designed so that a minimum level of performance is required which does not allow for high satisfaction. Additionally, in times of high unemployment, dissatisfied employees will perform well, choosing unsatisfying work over unemployment. It is difficult to establish all the antecedents leading towards job satisfaction. Therefore, it is vital to continue to cultivate job satisfaction among these highly productive individuals.

Review of Literature

Zoe, (2006) in his study entitled "Customer satisfaction, loyalty and commitment in service organizations - some evidence from Greece", made an attempt to examine the knowledge of how customer satisfaction, loyalty and commitment are related to each other in the Greek context, based on responses collected from twenty service providers in four service sectors including transportation. Both factor and reliability analyses provided the relationship between customer loyalty and satisfaction as well as between commitment and customer loyalty.

Aworemi, J.R et.al., (2008) in their research work entitled "Impact of socioeconomic characteristics on formal and informal public transport demands in Kwara state, Nigeria" conducted a research including 388 passengers who use transport. They found that people want not only road transport but all the means of transport to be very efficient not only in time but people also want its appearance should also be outstanding. Though usually transport is used for employees and it saves their time as there are no signals and traffic; still some of them were not satisfied. The reason was its appearance and cleanliness. So the results of this study suggested that customer satisfaction is effected by the substantial elements of the service that it involves overall satisfaction level.

Anita D'Souza., (2011) in his study entitled "A study on employee satisfaction with special reference to A.P.S.R.T.C, Sangareddy Bus Depot", analysed the significance of employee satisfaction and how companies can successfully implement a program to positively impact both organizational culture and ultimately bottom line profits. It revealed that leadership skills which are 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.

Shilpa Trivedi., (2012) in her study entitled "Performance Review of Gujarat State Road Transport Corporation", found that the environment has thrown up GSRTC to the challenges like productivity improvement, market orientation and financial engineering. GSRTC has been trying hard to face the new challenges through vigorously pursuing a process of technical and managerial up gradation. But, financial viability has become a critical goal. Various controllable and uncontrollable factors



affect the performance of the GSRTC. It is hypothesized that by controlling at least controllable factors GSRTC can improve its operational performance and thereby financial position. The main motto behind performance review of GSRTC is to contribute in improving performance of GSRTC and create value for all stakeholders, public, employees, vendors, state government and fund providers.

Statement of the Problem

Job satisfaction of the employees in the service sector, transport sector in particular is varied from the job satisfaction of the employees of other service sectors. Sleep deprivation, work schedule and heavy work load deployed especially at festival times are the vital factors correlated with job satisfaction of the employees of the transport sector. In transport sector though the monetary aspects satisfy the employees they have to manage more number of passengers every day. They face more number of problems with the passengers also. It is common for the employees of both public and private sector transport undertakings. With heavy competition between public and private sector transport industry, organisation continues to restructure. Job-related stress has grown with the demands of high performance, continuous improvement and heavier work load as a result of lean staffing. There is more forced overtime work showing significantly higher levels of stress. The effect of stress is also reflected in work and family as well. The stress-free working conditions make positive attitudes in the mind-set. Tension between work and home life distracts and it increases stress. Stress in job is due to organisational aspects such as long working hours, lack of social support and organisational change, lack of support from supervisors and colleagues and conflict with demand and pressures. In view of this, an attempt is made to make a study on job satisfaction of employees of private and public sector transport undertakings with an aim to provide suggestions to increase the job satisfaction of the employees of these two transport sectors.

Objectives of the Study

The main objective of the study is to analyse the job satisfaction of the transport employees in both private sector and public sector undertakings.

Methodology

The present study covers the employees of transport undertakings of the private and public sector transport undertakings in Theni District. The study is based on both Primary and Secondary Data. Convenient sampling technique was used for data collection. In Theni district an average of 500 employees are working in the private sector transport undertakings and nearly 2000 employees are working in the public sector transport undertakings. Though the population of the study is known the researcher has selected the required number of 420 respondents from these two transport sectors equally. That is 210 employees from private sector transport undertakings and 210 employees from public.

Data Analysis

The collected data were analysed using SPSS with the various statistical tools namely Chi-square test, t-test, ANOVA and Correlation.

Results and Discussions

Job satisfaction of both Private and Public Transport Employees were analysed.

Job Satisfaction of the Private Transport Employees

The following are the findings of the Job Satisfaction of the Employees of Private sector transport undertakings.

Opinion about Monetary Benefit

1. It is found that most of the respondents (91.09 per cent) of the private sector transport undertakings have no opinion about the monetary benefit.

Opinion about Non - Monetary Benefit

1. It is unveiled that most of the respondents (82.90 per cent) of the private sector transport undertakings are satisfied with the non - monetary benefit.

Opinion about Welfare Facilities

1. It is noted that most of the respondents (68.60 per cent) of the private sector transport undertakings have no opinion about the welfare facilities.

Opinion about Social Security Scheme

1. It is disclosed that most of the respondents (94.30 per cent) of the private sector transport undertakings are highly dissatisfied with the social security scheme.

Opinion about Working Conditions

1. It is divulged that most of the respondents (91.09 per cent) of the private sector transport undertakings have opinion about the working conditions.
2. **Association between promotional opportunity of the respondents and opinion about various benefits and job stress – Result of ‘t’ test**
“There is no significant association between promotional opportunity of the respondents and their opinion about benefits and job stress”. That is the p value for this factor is less than the acceptance level of 0.05 ($p = 0.007$). Hence the null hypothesis is rejected and it is inferred that the respondents varied in their opinion about social security scheme when they are classified based on the promotional opportunity.
3. **Association between age of the respondents and their opinion about benefits and job stress – Result of ANOVA**
“There is no significant association between age of the respondents and their opinion about benefits and job stress”. That is the p value is less than the acceptance level of 0.05 for this factor i.e., ($p = 0.005$). It is inferred that the respondents of the private sector transport undertakings differ in their opinion about job stress when they are classified based on their age.
4. **Association between educational qualification of the respondents and their opinion about benefits and job stress – Result of ANOVA**
“There is no significant association between educational qualification of the respondents and their opinion about benefits and job stress”. That is the p value is more than the acceptance level of 0.05 for these seven factors. Hence the null hypothesis is accepted and it is inferred that the respondents of the private sector transport undertakings do not differ in their opinion about benefits and job stress factors when they are classified based on their educational qualification.
5. **Association between position of the respondents and their opinion about benefits and job stress**
“There is no significant association between position of the respondents and their opinion about benefits and job stress” – Result of ANOVA.
That is the p value is marginally less than the acceptance level of 0.05 for this factor i.e., ($p = 0.048$). Hence the null hypothesis is rejected and it is inferred that the respondents of the private sector transport undertakings differ in their opinion about monetary benefit factor when they are classified based on their nature of position.
6. **Association between experience of the respondents and their opinion about benefits and job stress – Result of ANOVA**
“There is no significant association between experience of the respondents and their opinion about benefits and job stress”. That is the p value is less than the acceptance level of 0.05 for this factor i.e., ($p = 0.017$). Hence the null hypothesis is rejected and it is inferred that the respondents of the private sector transport undertakings differ in their opinion about reasons for job stress factor when they are classified based on their experience.
7. **Association between opinion about job and opinion about benefits and job stress**
“There is no significant association between opinion about job of the respondents and their opinion about benefits and job stress”. That is the p value is less than the acceptance level of 0.05 for this factor i.e., ($p = 0.021$). Hence the null hypothesis is rejected and it is inferred that the respondents of the private sector transport undertakings differ in their opinion about working condition factor when they are classified based on their opinion about job.
8. **Correlation between the opinion about benefits and job stress-Result of Correlation**
“There is no significant correlation between the various benefits and job stress factors”. It is found that there is a low positive correlation between monetary benefit and working condition ($p=0.045$, $r=0.139$), followed by negative correlation between the monetary benefit and reasons for stress ($p=0.000$, $r = - 0.198$) and social security scheme ($p=0.010$, $r= - 0.178$). It is inferred that the non - monetary benefit will increase the positive opinion about working condition. There is a positive correlation between the reasons for stress and measures to overcome the job stress i.e., ($p=0.000$, $r=0.328$).
9. **Influence of socio - economic factors on the opinion about monetary benefit - Result of Regression**
“There is no significant influence of socio economic factors on the opinion about monetary benefit”. It is found that age has a positive influence on opinion about monetary benefit ($\beta = 0.047$). It is inferred that the opinion of the employees of private sector transport undertakings about the monetary benefit is influenced by the important socio - economic variable namely age of the respondents.
10. **Influence of socio - economic factors on the opinion about non monetary benefit - Result of Regression**
“There is no significant influence of socio - economic factors on the opinion about non monetary benefit”. It is found that the number of dependents has a negative influence on opinion about monetary benefit ($\beta = - 0.170$). It is

inferred that the opinion of the employees of private sector transport undertakings about the non monetary benefit is influenced by the socio - economic variable namely number of dependents of the respondents.

11. **Influence of socio - economic factors on the opinion about welfare facilities - Result of Regression**
“*There is no significant influence of socio - economic factors on the opinion about welfare facilities*”. It is found that age has a positive influence on opinion about welfare facilities ($p = 0.015$, $\beta = 0.190$) and experience has a negative influence on opinion about the welfare facilities ($p=0.049$, $\beta = - 0.148$). It is inferred that the opinion of the employees of private sector transport undertakings about the welfare facilities is influenced by the socio-economic and job variables namely age and experience of the respondents.
12. **Influence of socio - economic factors on the opinion about social security scheme - Result of Regression**
“*There is no significant influence of socio - economic factors on the opinion about social security scheme*”. It is found that type of family has a positive influence on opinion about social security scheme ($p = 0.039$, $\beta = 0.287$). It is inferred that the opinion of the employees of private sector transport undertakings about the social security scheme is influenced by the socio - economic variable namely Type of family of the respondents.
13. **Influence of socio - economic factors on the opinion about working condition - Result of Regression**
“*There is no significant influence of socio - economic factors on the opinion about working condition*”. It is found that experience has the positive influence on opinion about working condition ($p = 0.046$, $\beta = 0.044$). It is inferred that the opinion of the employees of private sector transport undertakings about the working condition is influenced by the job variable namely experience of the respondents.
14. **Influence of socio - economic factors on the opinion about job stress - Result of Regression**
“*There is no significant influence of socio - economic factors on the opinion about job stress*”. It is found that marital status has the positive influence on opinion about job stress ($p = 0.001$, $\beta = 0.340$) followed by size of family ($p=0.009$, $\beta = 0.091$). It is inferred that the opinion of the employees of private sector transport undertakings about the job stress is influenced by the socio - economic variables namely marital status and size of family.
15. **Influence of socio - economic factors on the opinion about measures to overcome job stress**
“*There is no significant influence of socio - economic factors on the opinion about measures to overcome job stress*”. It is found that experience has the positive influence on opinion about measures to overcome job stress ($p = 0.001$, $\beta = 0.340$). It is inferred that the opinion of the employees of private sector transport undertakings about the measures to overcome job stress is influenced by the job variable namely experience.
16. **Association between the opinion about salary and satisfaction towards recognition – Result of Chi –square test**
It is found that the significance value for Chi-square value of 14.797 is less than the acceptance level of 0.05 ($p=0.002$). Hence the null hypothesis is rejected and it is concluded that there is a significant association between the opinion about salary and satisfaction towards recognition.
17. **Association between the opinion about salary and satisfaction towards prestige – Result of Chi –square test**
It is found that the significance value for Chi-square value of 41.260 is less than the acceptance level of 0.05 ($p=0.000$). Hence the null hypothesis is rejected and it is concluded that there is a significant association between the opinion about salary and satisfaction towards prestige.

Job Satisfaction of the Employees of Public Sector Transport Undertakings

Opinion about monetary benefit

1. It is found that most of the respondents (92.40 per cent) of the public sector transport undertakings have no opinion about the monetary benefit.
2. **Opinion about non monetary benefit**
It is found that most of the respondents (65.70 per cent) of the public sector transport undertakings are satisfied with the non - monetary benefit.
3. **Opinion about welfare facilities**
It is found that most of the respondents (59.50 per cent) of the public sector transport undertakings have no opinion about the welfare facilities.
4. **Opinion about social security scheme**
It is found that most of the respondents (50.00 per cent) of the public sector transport undertakings are highly dissatisfied with the social security scheme.
5. **Opinion about working conditions**
It is found that most of the respondents (74.30 per cent) of the public sector transport undertakings have no opinion about the working conditions.
6. **Opinion about reasons for stress**

It is found that most of the respondents (90.50 per cent) of the public sector transport undertakings stated that the reasons for stress in their job are high.

7. Opinion about measures to overcome stress

It is found that most of the respondents (97.60 per cent) of public sector transport undertakings stated that the measures to overcome the stress in their job are available at very high level.

8. Age and opinion about benefits and job stress factors - Result of ANOVA

“There is no significant association between age of the respondents and their opinion about benefits and job stress”. It is found that the p value is less than the acceptance level of 0.05 for two factors i.e., ($p = 0.000$) and ($p = 0.001$) respectively. Hence the null hypothesis is rejected and it is inferred that the respondents of the public sector transport undertakings differ in their opinion about welfare facilities and social security scheme factors when they are classified based on their age.

9. Educational Qualification of the respondents and their opinion about benefits and job stress factors - Result of ANOVA

“There is no significant association between educational qualification of the respondents and their opinion about benefits and job stress factors”. It is found that the p value is more than the acceptance level of 0.05 for the all seven factors. Hence the null hypothesis accepted and it is inferred that the respondents of the public sector transport undertakings do not differ in their opinion about benefits and job stress factors when they are classified based on their educational qualification.

10. Status of the spouse of the respondents and their opinion about benefits and job stress factors - Result of ANOVA

“There is no significant association between status of the spouse of the respondents and their opinion about benefits and job stress factors”. It is found that the p value is more than the acceptance level of 0.05 for all the seven factors. Hence the null hypothesis is accepted and it is inferred that the respondents of the public sector transport undertakings are not varied in their opinion about benefits and job stress factors when they are classified based on the status of their spouse.

11. Position of the respondents and their opinion about benefits and job stress - Result of ANOVA

“There is no significant association between position of the respondents and their opinion about benefits and job stress factors”. It is found that the p value is less than the acceptance level of 0.05 for reasons for stress factor i.e., ($p = 0.006$). Hence the null hypothesis is rejected and it is inferred that the respondents of the public sector transport undertakings differ in their opinion about reasons for stress factor when they are classified based on their nature of position.

12. Experience of the respondents and their opinion about benefits and job stress factors - Result of ANOVA

“There is no significant association between experience of the respondents and their opinion about benefits and job stress factors”. It is found that the p value is less than the acceptance level of 0.05 for three factors i.e., ($p = 0.031$), ($p = 0.000$) and ($p = 0.000$) respectively. Hence it is possible to reject the null hypothesis and it is inferred that the respondents of the public sector transport undertakings differ in their opinion about non - monetary benefit, social security scheme and reasons for job stress factors when they are classified based on their experience.

13. Opinion about job and various benefits and job stress factors - Result of ANOVA

“There is no significant association between opinion about job of the respondents and their opinion about benefits and job stress factors”. It is found that p value is less than the acceptance level of 0.05 for three factors i.e., ($p = 0.000$), ($p = 0.005$) and ($p = 0.028$) respectively. Hence it is possible to reject the null hypothesis and it is inferred that the respondents of the public sector transport undertakings differ in their opinion about welfare facilities, social security scheme and working conditions factors when they are classified based on their opinion about job.

14. Correlation between the opinion about benefits and job stress factors - Result of correlation analysis

It is found that there is a low positive correlation between monetary benefit and non - monetary benefit ($p = 0.008$, $r = 0.182$), monetary benefit and welfare facilities ($p = 0.000$, $r = 0.284$) and working conditions ($p = 0.012$, $r = 0.172$) and negative correlation between the monetary benefit and reasons for stress ($p = 0.031$, $r = - 0.149$).

15. Impact of socio economic and job factors of the employees of public sector transport undertakings on the opinion about monetary benefit - Result of correlation

“There is no significant impact of socio economic and job factors on the opinion about monetary benefit”. It is found that age and experience have the positive impact on opinion about monetary benefit i.e., ($p = 0.010$, $r = 0.087$) and ($p = 0.005$, $r = 0.086$) respectively. It is discovered that the employees of the public sector transport undertakings expect more monetary benefits based on their age and experience than the existing level in the public sector transport undertakings.

16. **Impact of socio - economic and job factors on the opinion about non monetary benefit - Result of Regression**
“*There is no significant impact of socio - economic factors on the opinion about non monetary benefit*”. It is found that age has the impact on the factor ‘opinion about monetary benefit’ ($p=0.019$, $r = 0.140$). It is divulged that the employees of the public sector transport undertakings expect more amount of non- monetary benefits from their authorities based on their age factor.
17. **Impact of socio - economic factors on the opinion about welfare facilities - Result of Regression**
“*There is no significant impact of socio - economic factors on the opinion about welfare facilities*”. It is found that age of the respondents has an impact on opinion about welfare facilities ($p = 0.000$, $r = 0.252$) and experience of the respondents also has positive impact on opinion about the welfare facilities ($p=0.000$, $r = 0.189$). It is noted that employees of the public sector transport undertakings expect welfare facilities based on their age and experience.
18. **Impact of socio - economic factors on the opinion about social security scheme - Result of Regression**
“*There is no significant impact of socio- economic factors on the opinion about social security scheme*”. It is found that experience of the employees has positive impact on the opinion about social security scheme ($p = 0.042$, $r = 0.155$). It is noted that the employees of the public sector transport undertakings expect better social security scheme based on their experience.
19. **Impact of socio - economic factors on the opinion about working condition - Result of Regression**
“*There is no significant impact of socio- economic factors on the opinion about working condition*”. It is found that experience of the employees of the public sector transport undertakings has positive impact on opinion about working condition ($p = 0.041$, $r = 0.104$). It is noted that the employees of the public sector transport undertakings expect better working conditions based on their experience.
20. **Impact of socio economic factors on the opinion about job stress - Result of Regression**
“*There is no significant impact of socio economic factors on the opinion about job stress*”. It is found that the experience of the employees has positive impact on opinion about job stress ($p = 0.007$, $r = 0.092$). It is inferred that the opinion of the employees of public sector transport undertakings about their job stress is influenced by the job variable namely experience.
21. **Impact of socio - economic factors on the opinion about measures to overcome job stress - Result of Regression**
“*There is no significant impact of socio- economic and job factors on the opinion about measures to overcome job stress*”. It is found that number of dependents has positive impact on opinion about measures to overcome job stress ($p = 0.044$, $r = 0.233$). It is inferred that the opinion of the employees of public sector transport undertakings about the measures to overcome job stress is influenced by the socio - economic variable namely number of dependents.
22. **Opinion about salary and satisfaction towards nature of job - Result of Chi – square test**
It is found that the significance value for Chi-square value of 7.820 is less than the acceptance level of 0.05 ($p=0.020$). Hence it is possible to reject the null hypothesis and it is concluded that there is a significant association between the opinion of the respondents of public sector transport undertakings about their salary and satisfaction towards nature of job.
23. **Opinion about salary and satisfaction towards management of employees - Result of Chi – square test**
It is found that the significance value for the Chi-square value of 0.326 is less than the acceptance level of 0.05 ($p=0.849$). Hence it failed to reject the null hypothesis and it is concluded that there is no significant association between the opinion of the employees of public sector transport undertakings about their salary and their satisfaction towards management of employees.
24. **Opinion about salary and satisfaction towards working environment**
It is found that the significance value for the chi-square value of 2.001 is less than the acceptance level of 0.05 ($p=0.572$). Hence it failed to reject the null hypothesis and it is concluded that there is no significant association between the opinion of the employees of public sector transport undertakings about their salary and their satisfaction towards work environment.

Suggestions

Based on the above findings of the study, the researcher has offered the following suggestions to increase the job satisfaction of the employees of both private and public sector transport undertakings.

A. Suggestions to the authorities of Private Sector Transport undertakings

1. It is suggested that the owners of the private sector transport undertakings may take necessary steps to provide promotional opportunity to all their employees based on their experience.



2. Enough amount of social security schemes may be offered to cover the family members of the employees of private sector transport undertakings in the study area.
3. It is recommended that the private sector transport undertakings may provide enough amount of non - monetary benefits which cover Job Security, Recognition, Safety Measures, First Aid, Transfer Facilities and Retirement Benefits and the like to manage the number of dependents of the employees of private sector transport undertakings in the study area.
4. It is suggested that the private sector transport undertakings may provide enough amount of monetary benefits which covers Remuneration, Overtime Pay, Bonus, Allowances, Incentives, Increments and Cash Awards to increase the satisfaction of employees than the existing level.
5. It is recommended that the management of the private sector transport undertakings may provide guidelines, meetings, recreational facilities and motivational programmes periodically for reducing job stress without considering the experience of the employees.
6. It is suggested to provide better working condition to their employees to do better in their job than the existing level.

B. Suggestions to the authorities of Public sector transport undertakings

1. It is suggested that the authorities may increase the welfare facilities and social security schemes to their employees than the existing level to avoid the difference of opinion among the employees of various age groups.
2. It is suggested to improve the non - monetary benefits than the existing level.
3. It is recommended to provide better working conditions than the existing level to the employees to do their job better.
4. It is suggested to reduce the job stress of the employees of the public sector transport undertakings. The authorities of public sector transport undertakings may improve the working condition. Moreover the excess workload due to the absence of the employees shall be equally distributed among the employees without any compulsion.
5. It is recommended that the authorities of public sector transport undertakings may organise yoga classes to the drivers and conductors to reduce their stress.
6. The TNSTC may establish a separate schools and colleges for the education of the children of the employees of TNSTC.
7. Purified drinking water may be provided to the drivers and conductors at free of cost.
8. The rest room facility for the drivers and conductors of the long drive buses may be increased with free boarding and lodging facility.

Conclusion

The employees of the private sector transport undertakings expect more facilities, monetary and non monetary benefits from their management. Hence the owners of the private sector transport undertakings may follow the suggestions offered by the researcher to increase the job satisfaction of their employees than the existing level. Regarding the public sector transport undertakings welfare facilities, social security schemes and distribution of workload are the areas to be concentrated by the authorities to improve the job satisfaction and reduce the stress among the employees.

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