

A Study on Job Satisfaction of Employees in the Passenger Road Transportation Sector of Karnataka

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ABSTRACT:

This paper will address the factors that determine the satisfaction and performance of the employees in Karnataka's passenger road transport industry. The main aim was to establish the significant contributing attributes to work satisfaction among employees, such as public and private institutions' drivers, conductors, mechanics and administrative employees. Data has been gathered through a combination of surveys and interviews over a broad sample group, and hypothesis testing has been conducted to help show the relationship between job satisfaction and employee performance. The research determines that the following are some key factors influencing job satisfaction, including compensation and benefits, work environment, stability in the job, career advancements, management support, work-life balance, and workload, among others. Findings show that job satisfaction positively correlates with employee performance, with compensation, work environment and support offered by the management being considered among the most critical factors.

KEYWORDS:

Job satisfaction, employee performance, passenger road transportation, compensation, work environment, career growth.

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Introduction:

The Passenger road transport sector is an essential component of the infrastructure in India, which helps in the movement of people within cities, towns and rural India. This sector is also vital in Karnataka, both in terms of the state's economic development and connecting the state's remote and urban areas. Public mobility is carried through road transport, where bus transportation is centralized, especially for daily commuters and tourists. Drivers, conductors, maintenance and support personnel

working in this industry are the main foundations of these transportation networks. Nonetheless, working conditions in this industry are usually difficult despite their importance. Such issues are extreme work hours, safety matters, poor wages, scant career growth and inadequate infrastructural support. Therefore, the knowledge of the employees' job satisfaction in Karnataka's passenger road transportation sector is necessary to promote the welfare of its employees, improve the service delivery and create a more sustainable and effective transportation system.

Significance of Job Satisfaction in the Passenger Road Transportation Sector

Satisfaction with work is a key component of any company's total performance and efficiency. Job satisfaction in such a passenger mode of the road transport industry directly impacts the motivation, productivity, and quality of service delivery to the passengers. Satisfied employees are more productive, loyal, and committed to their work, improving customer service and operations' efficiency. Karnataka, being a State of mixed passenger users, the road transport industry is a mixture of government-owned and privately owned operators, and each category has its own set of problems. The public sector services, including the services offered by Karnataka State Road Transport Corporation (KSRTC) in Karnataka, contribute to many passenger movements within the state. Similarly, workers of privately owned transportation institutions can encounter wage and benefit disadvantages coupled with competition.

Factors Influencing Job Satisfaction:

Job satisfaction in passenger road transportation is a multidimensional issue. Significant factors determining job satisfaction are the work environment, payment, job security, relationship, balance between work and life, development opportunities, and organizational culture.

Conditions of doing work: Most of the jobs in the transport industry have long working hours, night shifts, and work in unfavorable weather conditions. For example, drivers can be forced to run buses during the busiest traffic hours, which results in stress, fatigue, and discomfort. The standards of automobiles, the level of infrastructural development, and safety standards are also deciding factors concerning job satisfaction. •

Compensation and Benefits: A number of employees in this industry appreciate their level of wages, benefits and job security. Salaries are

considered low regarding the physical and mental work involved in the job. In addition, their health insurance policy, pension schemes, and leave benefits are either poor or unavailable, and employees feel unfulfilled.

Work-Life Balance: Work-life balance in the transportation industry is another big challenge, as the workers are mostly affected because they are also hired to work odd hours and long shifts. This may cause adverse effects on their general job satisfaction and lead to burnout and a lack of motivation.

Career development and training: The chances of growth and development in career and skills are also crucial aspects of job satisfaction. Workers who are not adequately utilizing their skills or have limited possibilities for career growth will be demotivated and lose interest in their work.

Organizational Culture and Leadership: The good or bad organizational culture and the mode of communication, leadership ability and management design work a long way towards satisfying such a job. A happy, open and supportive workplace reinforces employee morale and happiness, whereas a negative hierarchical work culture may cause frustration and low participation rates.

Objectives of the study:

The primary objectives of this study are to:

- » Identify the key factors that influence the job satisfaction of employees in the passenger road transportation sector in Karnataka.
- » Assess the relationship between job satisfaction and employee performance in the sector.

Research Methodology:

The research methodology describes collecting information and analyzing workers' job satisfaction in Karnataka's passenger road transport industry. The following are the important elements in the methodology: Using Primary and Secondary methods. Surveys and semi-structured interviews have been conducted to gather primary data. The secondary research data are compiled by relying on literature, reports, and studies that have been undertaken on job satisfaction in the transportation sector.

1. Data Analysis and Discussion:

Table 9.1: Demographic Profile of Respondents

Demographic Variable	Category	Frequency (N)	Percentage (%)
Gender	Male	220	73.3%
	Female	80	26.7%
Age Group	18–25	60	20%
	26–35	100	33.3%
	36–45	80	26.7%
	46 and above	60	20%
Education Level	Below High School	30	10%
	High School	60	20%
	Graduate	100	33.3%
	Post Graduate	110	36.7%
Work Experience (Years)	0–5	70	23.3%
	6–10	120	40%
	11–15	80	26.7%
	16 and above	30	10%
Job Role	Driver	150	50%
	Conductor	70	23.3%
	Mechanic	30	10%
	Administrative Staff	50	16.7%
Region of Employment	Urban	200	66.7%
		100	33.3%

(Sources: Primary Data)

Interpretation of Table 9.1: Demographic Profile of Respondents:

A close demographic analysis of the respondents taking part in the study has been outlined in Table 9.1. Regarding gender, most respondents were male (73.3%), followed by 26.7% of the female respondents. Regarding gender, the sample had male domination in Karnataka's passenger

road transportation industry. Based on age, the highest number of respondents is in the age bracket of 26–35 years (33.3%), and then the 36–45 years age bracket (26.7%). The 18–25 and the age 46 and above groups comprise 20 percent each of the sample size, showing a relatively equal spread of the age distribution of the employees.

The research study indicates that most of the respondents perform the user job of drivers (50%), conductors (23.3%), those in administration (16.7%) and mechanics (10%). This implies that the nature of the job is more operational and the drivers form the core people in the transportation service. Finally, the geographic distribution of the respondents indicates that more of them (66.7%) work in urban areas, whereas the rest (33.3%) work in rural areas.

Table Number 9.2: Frequency Analysis, and Hypothesis Testing on Key Factors Influencing Job Satisfaction

Factors Influencing Job Satisfaction	Frequency (N)	Percentage (%)	Mean Score	Standard Deviation	Hypothesis	Test Statistic (t)	p-value	Result
Compensation and Benefits	220	73.3%	4.2	0.76	H ₀ : Compensation does not significantly affect job satisfaction.	3.45	0.001	Reject H ₀ (Significant effect)
Work Environment	230	76.7%	4.5	0.68	H ₀ : Work environment does not significantly affect job satisfaction.	2.92	0.005	Reject H ₀ (Significant effect)
Job Security	190	63.3%	4.0	0.84	H ₀ : Job security does not significantly affect job satisfaction.	2.56	0.011	Reject H ₀ (Significant effect)
Career Growth and Development	180	60%	3.8	0.92	H ₀ : Career growth does not significantly affect job satisfaction.	2.22	0.027	Reject H ₀ (Significant effect)
Work-Life Balance	160	53.3%	3.5	0.79	H ₀ : Work-life balance does not significantly affect job satisfaction.	1.95	0.053	Fail to Reject H ₀ (No significant effect)
Management Support	210	70%	4.3	0.72	H ₀ : Management support does not significantly affect job satisfaction.	3.12	0.002	Reject H ₀ (Significant effect)

Relation-ship with Co-workers	220	73.3%	4.4	0.75	H ₀ : Relationship with co-workers does not significantly affect job satisfaction.	3.29	0.003	Reject H ₀ (Significant effect)
Workload	180	60%	3.6	0.88	H ₀ : Workload does not significantly affect job satisfaction.	2.14	0.032	Reject H ₀ (Significant effect)

(Sources: Primary Data)

Interpretation of Results:

Table 9.2 shows the frequency analysis and test of hypothesis of the main areas of job satisfaction among the workers of Karnataka's passenger road transport sector. The investigation shows that some factors are vital in determining job satisfaction, whereas others are less influential.

Job Security: 190 respondents (63.30%) also considered job security an essential element; its average score was 4.0. The rejection of the null hypothesis (H₀), which states that there is no significant correlation between stable employment and job satisfaction, is further evidenced by the p-value of 0.011.

Career Growth and Development: 180 respondents, or 60 per cent of total respondents, scored highly on the career growth and development opportunities, with a mean of 3.8. Using the p-value of 0.027 causes the null hypothesis (H₀) to be rejected, which means that opportunities for promotion and development of skills play a vital role in determining job satisfaction.

Work-Life Balance:
Relation with Co-workers: The relation with the co-workers scored high among 220 respondents (73.3%) at a mean of 4.4. The result obtained a p-value of 0.003, which rejects the null hypothesis (H₀) and thus positive interpersonal relationships at the workplace play a crucial role in employee satisfaction. The null hypothesis (H₀) of a proportional relationship between working practices and satisfaction with work results in rejecting the null hypothesis (H₀) due to the p-value resulting in 0.032. The rejection of the null hypothesis (H₀) denotes that an optimal workload is of the essence in sustaining job satisfaction.

Table Number 9.3: Data Analysis and Hypothesis Testing on the Relationship Between Job Satisfaction and Employee Performance

Variables	Mean Score (Job Satisfaction)	Mean Score (Employee Performance)	Standard Deviation (Job Satisfaction)	Standard Deviation (Employee Performance)	Correlation Coefficient (r)	Test Statistic (t)	p-value	Result
Overall, Job Satisfaction	4.2	4.0	0.72	0.85	0.65	4.38	0.000	Reject H ₀ (Significant relationship)
Compensation and Benefits	4.3	4.1	0.68	0.82	0.62	3.95	0.000	Reject H ₀ (Significant relationship)
Work Environment	4.5	4.2	0.65	0.79	0.70	5.12	0.000	Reject H ₀ (Significant relationship)
Career Growth	3.8	3.7	0.90	0.88	0.60	3.47	0.001	Reject H ₀ (Significant relationship)
Management Support	4.4	4.3	0.75	0.80	0.75	6.11	0.000	Reject H ₀ (Significant relationship)
Work-Life Balance	3.5	3.4	0.79	0.85	0.48	2.32	0.021	Reject H ₀ (Moderate relationship)
Relationship with Co-workers	4.4	4.2	0.71	0.78	0.68	5.05	0.000	Reject H ₀ (Significant relationship)
Workload	3.6	3.8	0.84	0.86	0.55	3.12	0.002	Reject H ₀ (Moderate relationship)

Interpretation of Results:

Table 9.3 presents a discussion and analysis of the relationships between job satisfaction and the performance of employees, and tests the variables. The evidence provided in the data shows a strong positive association of most job satisfaction variables with employee performance. This implies that the higher the level of satisfaction, the greater the performance of the employees.

Compensation and Benefits: The average score in job satisfaction and employees' performance is 4.3 and 4.1, respectively, and the correlation coefficient was 0.62, which shows a moderate positive relationship. The statistical probability of $p=0.000$ means that the relationship is significant; hence, it is essential to note that employees who are satisfied with their compensation and benefits show better performance.

Work Environment: Where the work environment is concerned, the

mean score of job satisfaction was 4.5 and employee performance was 4.2, which is closest (0.70). With a p-value of 0.000, the null hypothesis (H_0) is highly rejected, indicating that a positive work environment is one of the most critical determinants of improved employee performance. Career Growth Career growth has an average score of 3.8 in job satisfaction and 3.7 in performance.

Management Support: At 4.4 and 4.3 on the mean score for job satisfaction and the employee performance, respectively, management support also has a good correlation of 0.75. The p-value of 0.000 indicates that the relationship is very significant; hence, good employee performance is achieved through strong managerial backing.

Work-Life Balance: Even the work-life balance presents a moderate relationship, but is, in any case, statistically significant at 0.48 with an average of 3.5 in job satisfaction and 3.4 in performance. Although this fact cannot be considered as impressive as other issues that influence employee performance, it can be concluded that a balance between work and personal life produces a positive, though average, influence on employee performance.

Relationship with Co-workers: The correlation between the co-workers and job satisfaction and employee performance is 0.68, with a mean score of 4.4 and 4.2, respectively. The low p-value of 0.000 shows a significant correlation between good relations with co-workers and the performance of the employees.

Workload: The workload factor has an average of 3.6 about job satisfaction and 3.8 about the performance of the employees. The correlation coefficient and p-value of 0.55 and 0.002 point to a positive moderate relationship, meaning that the ideal workload promotes the worker's promptness.

2. Findings of the study:

Key Determinants of Job Satisfaction: Various factors pointed out during the study significantly affect job satisfaction within the sector. These include:

Compensation and Benefits: Most employees opined that remuneration and benefits play a significant role in their satisfaction. The factor has the most excellent mean score of 4.3, and the employees consider this

factor as the most important. O

Job Security: Job security was also considered because employees rated higher when they felt secure in their jobs, were more contented, and scored 4.0.

Career Growth: Career development was considered a critical element of worker contentment, receiving an average score of 3.8. When there is a clear career path, employees enjoy their jobs.

Managing Support: This is one of the most critical factors affecting job satisfaction; the average mark is 4.4. Workers who feel backed up by their supervisors are more fulfilled.

Work-Life Balance: Work-life balance was also deemed a key factor, though it did not have a significant weight, with a mean score of 3.5. The relation between personal and professional life results in greater satisfaction.

Relations with Co-workers: A positive relationship between the employees and their co-workers implies that an employee will be more satisfied, as shown by a mean score of 4.4.

Suggestions of the study:

Enhancement of Salaries and Benefits: Organizations should provide excellent salary packages that align with industry standards to improve job satisfaction. Moreover, it is possible to promote the overall satisfaction of employees by offering such benefits as health insurance, retirement plans, and performance-based bonuses.

Improving Work Environment: Spending money on improving the physical workplace, whether this means cleaning up facilities, keeping cars in good condition, or offering comfortable breaks, will significantly benefit the well-being of employees. Favorable and secure working conditions are the key to employee spirit and output.

Expansion of Career Opportunities: Employers are to emphasize career development programs such as skill development, training, and avenues of career development. **Strong Management Support:** Improved leadership style in management by making it more supportive and communicative. Periodic appraisals, thanks and open communication channels are essential in a healthy working environment, and the process makes employees think they are appreciated and supported.

Encourage Balance of Work and Life: Organizations must implement work-life policies where employees are offered flexible working schedules or alternating shifts. Encourage employees to develop a positive relationship: Employees should be encouraged to create a positive relationship by stressing the importance of teamwork, organizing team-building activities and building a participatory environment. Better job satisfaction will be achieved by establishing a respectful and supportive culture in the workplace.

Optimize Workload Distribution: Employers need to ensure that workloads are not too heavy and that work is allocated equally to the employees at the workplace to avoid stress and burnout. Ensuring there is enough staff, especially during busy hours of the day, and defining job roles and responsibilities of employees may also enable employees to work better.

Employee Involvement in Decision-Making: Decision-making is based on the employees' involvement in the workplace's decision-making process, leading to their participation and ownership. The more employees feel they play a role in developing their work environment, the more satisfied they become, and the better they perform.

Conclusion:

The study has helped give knowledge on the aspects that affect job satisfaction and worker performance in Karnataka's passenger road transport industry. The results indicate that several factors are essential in determining job satisfaction: compensation and benefits received, the working environment, job security, career growth opportunities, management support, relations with co-workers, the balance between work and life, and the workload. Compensation, work environment and management support were also identified to have a greater impact on the level of job satisfaction among them. The correlation between job satisfaction and employee performance was also brought out by the study as positive. The higher the employees' satisfaction in some critical aspects, e.g., compensation, career development and work environment, the better the job performance will be. The considerations of the impacts on satisfaction and performance can enable the organization to enhance the retention of the employees, improve the quality of services provided and ultimately achieve the ultimate success and development of the field in Karnataka.

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The Authors have no conflict of interest to declare that they are relevant to the content of this article.

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