Relationship between Job Satisfaction and Job Performance in the Public Sector-A Case Study from India

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Abstract

Job satisfaction and employee performance is critical in a service industry like bus transport in the public sector, where about fifty percent of the costs are incurred on the procurement, maintenance, training and development of personnel. This research is an attempt to study the relationship between overall job satisfaction, job facet satisfaction (14 job facets) and six measures of job performance, with regard to the operating staff like conductors and drivers. Results showed that there is no association between job facet satisfaction and overall job satisfaction. Out of the six measures of job performance, for which association was tested with overall job satisfaction, association was found only in the case of one measure viz. passenger complaints. No association was found between salary and overall job satisfaction, in the case of low and medium income groups, whereas there is negative association in the case of high income group only. Recommendations are given and implications for future research are also discussed.

Keywords: Overall Job Satisfaction, Job Facet Satisfaction, Job Performance, Tardiness, Absenteeism

1. Introduction

The nature of work and other pressures in society has been changing the attitudes of people towards work itself. In this age of specialization, motivating a worker and providing him with the much needed job satisfaction is extremely important to enable him to realize his true potential and worth to the organization. It is therefore important to explain the relationship between job satisfaction and job performance. Higher productivity is vital not only in manufacturing, but also in a service industry like transport. This is particularly true in the case of an essential public utility like a state bus transport service organization. Here, productivity is heavily dependent on the motivation and job satisfaction of the operating staff of the traffic department. ie. drivers and conductors.
In spite of the tough working conditions, under which they have to operate, any slack in their performance on account of late-coming for work, absenteeism, accidents, lack of punctuality of bus service, poor vehicle maintenance, passenger complaints, or other acts of indiscipline causes innumerable problems to passengers in particular, and the public in general. This is because, the thousands of buses that they operate with a daily carrying capacity of about 7 million passengers, are the only affordable means of public road transportation available for the average person.

There is a common feeling that a proactive human resources policy through proper reinforcement of workers, by means of implementation of various productivity linked schemes, suggestion schemes, workers participation in management, quick disposal of grievances, counseling and provision of good working conditions, welfare facilities etc. would help maintain a satisfied and productive work force, better quality of service and industrial peace, with its consequent benefits.

2. Review of Literature

The relationship between job satisfaction and job performance has been of great interest to researchers for a very long time. The Hawthorne studies and the subsequent human relations movement sanctified the search for the relationship. Brayfield and Crockett (1955) concluded that no appreciable relationship existed between the two. On the other hand, Herzberg, Mausner, Peterson and Chapwell (1957) concluded that there was a systematic relationship between job satisfaction and certain work behaviors as well as between job dissatisfaction and other work behaviors. Two decades later Locke (1976), conducted an extensive review of the satisfaction literature and concluded that ‘job satisfaction has no direct effect on productivity’. Job satisfaction is a pleasurable or positive emotional state that arises when people appraise their job or job experiences (Locke, 1976). Implicit in Locke’s definition is the importance of both affect, or feeling, and cognition, or thinking. Of all the major job satisfaction areas, satisfaction with the nature of the work itself—which includes job challenge, autonomy, variety, and scope—best predicts overall job satisfaction, as well as other important outcomes like employee retention (e.g., Fried & Ferris, 1987; Parisi & Weiner, 1999). There is an important difference between the earlier conceptions of the satisfaction-performance relationship, and some subsequent findings. In the beginning, researchers attempted to show that satisfaction caused productivity. But later the opposite relationship was suggested. viz. good performance causes satisfaction (Locke, 1970; Porter & Lawler, 1968). Thus, to understand what causes people to be satisfied with their jobs, the nature of the work itself is one of the first places for practitioners to focus on. Many studies have shown that dissatisfied employees are more likely to quit their jobs or be absent, as compared with satisfied employees (e.g., Hackett & Guion, 1985; Hulin, Roznowski, & Hachiya, 1985; Kohler & Mathieu, 1993). Job satisfaction has been studied both as an independent and dependant variable. As a dependent variable, the degree of satisfaction has been correlated with gender, age, intelligence, race, education and various personality traits. As an independent variable, it has been correlated with productivity, absenteeism, accidents and turnover. But the pattern of correlation in these studies is highly diverse in nature.
3. **Objective and Scope of the Study**

The basic objective of this research is to determine the extent to which Overall Job Satisfaction, Job Facet Satisfaction and Job Performance are associated in the case of the stratified sample of employees from the Transport Section (Traffic Department), drawn from two selected Bus Depots of a public road transport undertaking in India in 2011. This is a case study of only the Transport section (Traffic Department). It particularly deals with the bus operating staff i.e. drivers and conductors because it was found that these two categories constitute about 70 percent of the total number of employees in this organization.

4. **Null Hypothesis**

Null Hypothesis 1
There is no association between Job Facet Satisfaction (J.F.S) and Overall Job Satisfaction (O.J.S)

Null Hypothesis 2
There is no association between Age and Overall Job Satisfaction (O.J.S)

Null Hypothesis 3
There is no association between Salary and Overall Job Satisfaction (O.J.S)

Null Hypothesis 4
There is no association between Experience and Overall Job Satisfaction.

Null Hypothesis 5
There is no association between Overall Job Satisfaction (O.J.S) and each of the following six measures of Overall Job Performance (O.J.P)
(a) Productivity Bonus Earned
(b) Leaves Taken Record
(c) Attendance (Absenteeism and Late coming) Record
(d) Passenger Complaints Record
(e) Punishments (due to other reasons) Record
(f) Accidents Record

Null Hypothesis 6
There is no association between Job Categories and the Causes of Tardiness /Absenteeism.

Null Hypothesis 7
There is no significant difference in the mean test scores of Overall Job Satisfaction (O.J.S) between the two Job Categories viz. conductors and drivers.
5. Research Methodology

The study is divided into the following two parts:

Part A

The present study is a combination of the descriptive as well as non-experimental hypothesis testing methods. Having considered the importance of job satisfaction and performance for bus conductors and drivers, it was decided to undertake a study, and a questionnaire was developed for this purpose on the basis of a survey of the literature. This was then translated into the local language (Marathi) by a language expert, because it was felt that the respondents may have difficulty in understanding English. After initial pilot testing, and subsequent revision, final data was collected on the basis of a questionnaire consisting of 31 statements. i.e. 14 for testing Job Facet Satisfaction, 5 for testing Overall Job Satisfaction, and 12 for testing causes of Tardiness and Absenteeism. Initially questionnaires were sent out to 138 employees (conductors and drivers only), out of which 85 employees (45 conductors and 40 drivers) responded. It was decided to directly contact each respondent individually and secure his opinion, after explaining the objectives of the study, and reassuring them that their responses would be kept confidential. Such direct contact with the respondent helped in clarifying any questions and in seeking necessary explanation. Respondents were interviewed individually (after they filled out the questionnaire) at their work places, during their rest hours with the prior permission of the concerned authorities. The minimum experience requirement for employees required to participate in this study was at least one year. Respondents were drawn from two bus depots on a stratified sample basis. The reliability of the scales was tested using Cronbach’s alpha and average scores were found to be higher than 0.7. Content validity of the statements was established by thorough review by a panel of 5 HR professionals and 4 organizational behavior professors. The questionnaire includes statements covering the following areas.

a. Job Facet Satisfaction
b. Overall Job Satisfaction
c. Causes of Tardiness and Absenteeism.

Part B

The six measures of job performance for which data was collected are as follows:

a. Leaves Taken Record
b. Productivity Bonus Earned
c. Attendance (Absenteeism and Tardiness) Record
d. Accident Record
e. Passenger Complaints Record
f. Punishments (due to other reasons) Record
The data collected through the questionnaire is based on interviews conducted at their work places during the rest hours. The personal data about their age, experience and salary as well as their job performance in respect of above six measures have been collected from the employee’s personal service records.

6. Key Personnel

The following are the two key personnel who constitute the subject matter of study:

Bus Conductor: A bus conductor has to deal with thousands of passengers every day. Buses are the two most important forms of public transport, the other one being trains. The burden of dealing with increasing number of commuters is very heavy. He has to behave well with the passengers and see to it that everyone is issued a right ticket, and thus increase passenger satisfaction, and in the process earn maximum revenue for the organization.

Bus Driver: The performance of the vehicle depends to a large extent on the driving skills and habits of the driver. A good driver can substantially reduce the operational and maintenance problems by properly maintaining schedules and can promote safety by preventing accidents which result in substantial loss to the community and loss to the organization. A driver’s work particularly in city operations involves considerable skill, strain, concentration, and unusual hours of work in all types of weather and road conditions. He also takes the risk of prosecution/arrest every day, since he can get involved in accidents for no fault of his.

Thus for discharging their duties properly, it is necessary that the right individuals are recruited in the first place. Further, proper training, good working conditions, job security, incentive scheme, effective supervision etc. are necessary to keep them satisfied with their jobs, so that they perform better. Since the driver and the conductor are the two individuals who are actually on the road, they are the true ambassadors of the organization. Hence this research study is mostly concerned with the driver and conductor only.

7. Explanation of Variables
   a. Background Variables:
      
      i. Age: The average ages of conductors, and drivers were 34.29 years, 38.27 years respectively. Their combined average age for the above two types of employees was 36.28 years.
      
      ii. Experience: The average experience i.e. length of service of the respondents in the organization was 9.88 years and 12.83 years, for conductors and drivers respectively. The combined average experience for the above respondents was 11.36 years.
      
      iii. Salary: The average monthly salaries of the respondents were Rs. 13201 and Rs.13386 for conductors and drivers respectively. The combined average monthly salary for all the above respondents was Rs. 13294.
b. Job Facet Satisfaction (J.F.S)

The Job Facet Satisfaction is the inference of satisfaction from the attitude that a person has towards specific aspects or facets of his job. This test seeks to determine the level of satisfaction experienced with respect to each of the 14 job facets (14 statements).

Hence it is possible that an individual may have high satisfaction with respect to one job facet, and low satisfaction with respect to another job facet, depending upon the importance attached to a specific job facet and the extent of satisfaction derived from this particular job facet. Though there are many different facets of a job, the 14 job facets such as Ability utilization, Job security, Achievement, Promotion, Recognition at work, Opportunity to take decisions, Good working conditions, Salary, Supervision, Co-workers, Productivity incentive scheme, Labor welfare facilities, Job status and Re-dressing of grievances by management have been considered after a review of the literature.

c. Overall Job Satisfaction (O.J.S)

This seeks to test the Overall Job Satisfaction (O.J.S) of an employee. It consists of 5 statements regarding the Overall Job Satisfaction. This test was necessary, because it indicates the general feeling of satisfaction towards a job, whereas J.F.S., tests only the satisfaction with respect to a particular facet of the job. Hoppock (1935) was of the opinion that the job would not be equivalent to satisfaction with the job as a whole. For the purpose of this study, O.J.S. has been defined as an inference from the attitude that a person holds towards the job as a whole, in general, as distinguished from specific facets of his job.

d. Causes of Tardiness and Absenteeism

The third part of the questionnaire has been designed to analyze the reasons for lack of punctuality viz. (tardiness and absenteeism) among the employees. 12 possible reasons were selected on the basis of review of literature and discussion with personnel department executives, and other experts. These include Monotony of work, Work Load, Personal health of employee, Dissatisfaction with supervisor, Family responsibilities, Vices like liquor, Gambling etc., Hobbies and entertainment, Large distance between work place and place of residence, Social and religious functions, Frequent visit to home town, Part time job /business, and Other reasons.
8. Indexes of Measurement and Classification of Variables Score of Satisfaction and Performance relating to Job
   a. Index of Measurement of Variables

   i. Indexes of Job Facet Satisfaction and Overall Job Satisfaction

   In the case of these two measurements of satisfaction mentioned above, each respondent was asked to state the extent to which he agreed or disagreed with a particular statement. Likert’s five point scale ranging from Definitely Agree to Definitely Disagree has been used to measure the extent of satisfaction with each statement. Low score indicates low satisfaction and high score, high satisfaction. Some statements have been positively, and some negatively worded. The following scoring procedure has been used.

   Table 1

<table>
<thead>
<tr>
<th>Nature of Response</th>
<th>Points Scored</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>In the Case of</td>
</tr>
<tr>
<td></td>
<td>Positive</td>
</tr>
<tr>
<td></td>
<td>Statement</td>
</tr>
<tr>
<td></td>
<td>In the Case of</td>
</tr>
<tr>
<td></td>
<td>Negative</td>
</tr>
<tr>
<td>Definitely Agree</td>
<td>5</td>
</tr>
<tr>
<td>Agree</td>
<td>4</td>
</tr>
<tr>
<td>Undecided</td>
<td>3</td>
</tr>
<tr>
<td>Disagree</td>
<td>2</td>
</tr>
<tr>
<td>Definitely Disagree</td>
<td>1</td>
</tr>
</tbody>
</table>

   ii. Index of Analysis of Causes of Tardiness and Absenteeism

   In this case, the scale ranges between Always to Never with a score from 1 to 4 points. The following scoring procedure has been used.

   Table 2

<table>
<thead>
<tr>
<th>Nature of Response</th>
<th>Points Scored</th>
</tr>
</thead>
<tbody>
<tr>
<td>Always</td>
<td>1</td>
</tr>
<tr>
<td>Mostly</td>
<td>2</td>
</tr>
<tr>
<td>Sometimes</td>
<td>3</td>
</tr>
<tr>
<td>Never</td>
<td>4</td>
</tr>
</tbody>
</table>

   b. Index of Classification of Variables Score

   On the basis of the scoring procedure mentioned earlier, each respondent has been divided into three classes of satisfaction viz. low, medium and high. For grouping individuals into these three classes, the following procedure has been adopted. The average score obtained by each respondent in a particular index has been derived by dividing his total score in that index by the
number of statements in that index. The score so obtained has been used to place that respondent into any one of the three classes of satisfaction mentioned above.

The following are the minimum and maximum scores possible in case of each respondent with respect to each index, described above.

Table 3

<table>
<thead>
<tr>
<th>Particulars</th>
<th>Minimum Possible Score</th>
<th>Maximum Possible Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Index of Job Facet Satisfaction</td>
<td>14</td>
<td>70</td>
</tr>
<tr>
<td>Index of Overall Job Satisfaction</td>
<td>5</td>
<td>25</td>
</tr>
<tr>
<td>Index of Causes of Tardiness and Absenteeism</td>
<td>12</td>
<td>48</td>
</tr>
</tbody>
</table>

Specifically speaking, the various variables have been classified as follows:

i. **In the Case of Index of Job Facet Satisfaction (J.F.S)**

The total number of statements that measures the extent of J.F.S. of an individual is 14. Supposing his total J.F.S. score found by adding up the scores for his responses on 14 statements is 42, then his average J.F.S. score on a scale 1 to 5 would be 3 i.e. 42 divided by 14. On the basis of the scoring procedure mentioned above, respondents have been divided into 3 classes of satisfaction viz. low, medium and high. All those respondents who scored:

Below 2.5 (i.e 50%) have been classified as having 'low' satisfaction, above 2.6 but below 3.5 i.e (75%) have been classified as having 'medium' satisfaction and above 3.6 have been classified as having 'high' satisfaction. Results of the survey showed that the average job facet satisfaction in case of conductors and drivers was 66.98% and 63.59% respectively. The combined average was 65.29%.

ii. **In the Case of Index of Overall Job Satisfaction (O.J.S)**

The total number of statements that measures the extent of O.J.S. of an individual is 5. Supposing his total O.J.S. score found by adding up the scores for his responses on 5 statements is 15, then his average O.J.S. score on a scale 1 to 5 would be 3 i.e. 15 divided by 5. On the basis of the scoring procedure mentioned above, respondents have been divided into 3 classes of satisfaction viz. low, medium and high. All those respondents who scored:

below 2.5 (i.e 50%) have been classified as having 'low' satisfaction, above 2.6 but below 3.5 i.e (75%) have been classified as having 'medium' satisfaction and above 3.6 have been classified as having 'high' satisfaction. In the case of Overall Job Satisfaction it was found that 75.52% of conductors and 72.52% of drivers were satisfied. However the combined average Overall Job Satisfaction in case of all respondents was found to be 74.02%.
iii. In the Case of Index of Tardiness and Absenteeism

Those respondents who scored below 20 have been classified as having 'low' score viz. least punctual for work, between 21 and 35 classified as having 'medium' score viz. moderately punctual for work and between 36 and 48 classified as having 'high' score viz. most punctual for work.

c. Index of Measurement and Classification of Overall Job Performance Score

Job performance data was collected by this researcher for a 1 year period viz. January 2011 to December 2011 in respect of each of the 85 respondents, from the personal record of each respondent, maintained by the organization. The job performance data was collected for the following types of job related performance/behavior variables:

i. Leaves Taken Record
ii. Productivity Incentive Bonus Record
iii. Attendance (Tardiness and Absenteeism) Record
iv. Accident Record
v. Passenger Complaints Record
vi. Punishments (due to other reasons) Record

The points earned by each respondent with regard to each measure of job performance ranged from a minimum of 1 (very poor) to maximum of 5 (very good).

As per the above mentioned scheme of allotment of points to each respondent, the performance of each respondent was found out by first determining the points scored by him, in respect of each variable of performance. Further, the respondents were divided into three distinct groups viz. low, medium and high. A score of 2 points and below has been considered as 'low, 3 points as medium' and above 3 points as high' performance. The Overall Job Performance (O.J.P) score of each respondent was thus the sum total of his scores in respect of each measure of job performance mentioned earlier. The classification and measurement of Overall Job Performance is as shown below.

Table 4: Index of Measurement and Classification of Overall Job Performance

<table>
<thead>
<tr>
<th>JOB PERFORMANCE</th>
<th>RATING SCALE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>VERY GOOD (5 POINTS)</td>
</tr>
<tr>
<td>Productivity Bonus (average Rs. per month)</td>
<td>Above Rs. 3001</td>
</tr>
<tr>
<td>Conductor</td>
<td></td>
</tr>
</tbody>
</table>
As per the above mentioned scheme of allotment of points to each respondent, the Overall Job Performance (O.J.P) of each respondent was found out by first adding up the points secured by him, in respect of each variable of job performance, and then placing him in the appropriate class ranging from very good to very poor. The O.J.P score of each respondent was thus the sum total of his scores in respect of each measure of job performance mentioned above.

The classification of Overall Job Performance is as shown below:
Table 5

<table>
<thead>
<tr>
<th>JOB CATEGORY</th>
<th>RATING (POINTS)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Very Good</td>
</tr>
<tr>
<td>Conductor</td>
<td>21-25</td>
</tr>
<tr>
<td>Driver</td>
<td>26-30</td>
</tr>
</tbody>
</table>
Table 6

<table>
<thead>
<tr>
<th>JOB CATEGORY</th>
<th>HIGH O.J.P (POINTS)</th>
<th>MEDIUM O.J.P (POINTS)</th>
<th>LOW O.J.P (POINTS)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conductor</td>
<td>16-25</td>
<td>11-15</td>
<td>1-10</td>
</tr>
<tr>
<td>Driver</td>
<td>21-30</td>
<td>16-20</td>
<td>1-15</td>
</tr>
</tbody>
</table>

Statistical tests like Chi-Square test analysis ($\chi^2$), ANOVA, 't' test, and 'F' test etc. were performed to analyze the data in PART 'B' of this study.

The results showed that the overall Job Performance was 69.62% in the case of conductors and 66.09% in case of drivers. The average Overall Job Performance for the entire sample was 67.86%.

9. Testing of Null Hypothesis

Null Hypothesis 1
There is no association between Job Facet Satisfaction (J.F.S) and Overall Job Satisfaction (O.J.S)

To test this hypothesis, Chi-Square ($\chi^2$) test was performed on all the 14 job facets. Chi-square test provides us with a method to evaluate, whether or not, frequencies which have been empirically observed; differ significantly from those which would be expected under a certain set of theoretical assumptions. As a test of independence the chi-square test enables us to explain whether or not, two attributes are associated.

For calculating the separate Chi-square values for each job facet, the frequency (contingency) table was initially visualized as a 3 x 3 Table with O.J.S and each J.F.S. being grouped as Low, Medium and High respectively. It was however observed that some cells had frequency of less than 10 and hence for preparing the chi-square contingency tables, such cells were clubbed together with the nearest cell, thereby forming a 2 x 2 contingency table with one degree of freedom (d.f). Thus O.J.S. was classified into 2 groups viz. (a) Low & Medium O.J.S, and (b) High O.J.S. Further, J.F.S. was classified into 2 different groups viz. (i) Low J.F.S and (ii) Medium & High J.F.S. Result of $\chi^2$ analysis showed that with one degree of freedom, table value (which is 3.84) at 5 percent significance level is greater than the calculated $\chi^2$ values in respect of all job facets. Hence the null hypothesis has been accepted, as there is no association between J.F.S. and O.J.S. The separate 2 x 2 contingency tables for each job facet were prepared for testing this hypothesis.

Ewen, Smith, Hulin and Locke (1966) report results of an empirical test of the Herzberg two-factor theory of job satisfaction. They found that intrinsic factors like work itself and promotion are more strongly related to both overall job satisfaction and dissatisfaction, than extrinsic factors like pay, and suggests that the functioning of the extrinsic variable may depend on the level of satisfaction with intrinsic variables.
Null Hypothesis 2
There is no association between Age and Overall Job Satisfaction (O.J.S.)

To test this null hypothesis, a chi-square test ($\chi^2$) was performed. A 5 x 2 Contingency table showing observed and expected frequencies (O-E) of Age and O.J.S. for the sample was set up. O.J.S. was classified into 2 groups viz. (a) Low & Medium O.J.S. and (b) High O.J.S. Respondents were divided into 5 age groups viz. (i) 21 to 25 yrs. (ii) 26 to 30 yrs. (iii) 31 to 35 yrs. (iv) 36 to 40 yrs. (v) 41 yrs. & above. Chi-square ($\chi^2$) value for Age and O.J.S. was calculated to be 1.4616 with 4 degrees of freedom. This was found to be less than the table value at 5 percent level of significance viz. 9.488. Therefore as $\chi^2 < \chi^2 .05$, the null hypothesis has been accepted. Thus there is no association between Age and Overall Job Satisfaction.

Null Hypothesis 3
There is no association between Salary and Overall Job Satisfaction (O.J.S)

This null hypothesis was tested with the help of a chi-square test. A 3 x 2 contingency table showing observed and expected (O-E) frequencies of salary and O.J.S. was set up for this purpose. O.J.S. was classified into 2 broad groups viz. (a) Low & Medium O.J.S. and (b) High O.J.S. Salary ranges for low, medium and high income groups were (i) Rs. 12850 – 13150 (Low income group), (ii) Rs. 13151 – 13450 ((Medium income group), (iii) Rs.13451 and above. (High income group). The chi-square value for Salary and O.J.S. was calculated to be 7.0616 with 2 degrees of freedom. This was found to be greater than the table value at 5 percent level of significance viz. 5.991. But it is still less than the table value at 1 percent level of significance viz. 9.210. However, the two sample test for the sample which gives minimum O-E showed no association between Salary and O.J.S. for low and medium income groups viz. Rs. 12850 – 13150 and Rs. Rs. 13151 – 13450 respectively But in the case of the high income group viz, above Rs. 13451, there seemed to be a negative association viz. as the salary increases, the O.J.S. decreases.

Hence the null hypothesis has been accepted in the case of low and medium income groups but has been rejected in the case of high income group. Thus there is no association between Salary and O.J.S. in case of low and medium income groups. However there is a negative association between Salary and OJS only in the case of high income group.

Null Hypothesis 4
There is no association between Experience and Overall Job Satisfaction.

This null hypothesis was tested with the help of a chi-square test. A 4 x 2 contingency table showing observed and expected frequencies of Experience and O.J.S. was set up for this purpose.
The O.J.S. was classified into 2 groups viz.(i) Low & Medium O.J.S, and (ii) High O.J.S Respondents were divided into four groups on the basis of their experience in this company viz.( a) 1 - 5 yrs,(b) 6 - 10 yrs, (c)11- 15 yrs,(d) 16 yrs. and above.

The chi-square value between Experience and O.J.S. was calculated to be 6.0498, with 3 degrees of freedom. This was found to be less than the table value at 5 percent level of significance viz. 7.815 with 3 degrees of freedom.

However to find out whether the proportion of medium O.J.S. in the 11 to 15 years experience group is equal to the overall proportion in the above sample, the single sample test was performed, and this test showed that the null hypothesis is accepted. Thus there is no association between Experience and O.J.S. Ganguli (1957) found that workers having less than 3 years and more than 9 years experience had high job satisfaction. Srivastava (1978) found significant relationship between job satisfaction and length of service.

Null Hypothesis 5
There is no association between Overall Job Satisfaction (O.J.S) and each of the following six measures of Overall Job Performance (O.J.P)

a. Productivity Bonus Earned  
b. Leaves Taken Record  
c. Attendance (Absenteeism and Tardiness) Record  
d. Passenger Complaints Record  
e. Punishments (due to other reasons) Record  
f. Accidents Record

To test these null hypotheses, six chi-square tests were performed after setting up necessary contingency tables showing observed and expected frequencies in respect of each of the six measures of Overall Job Performance (O.J.P). The O.J.S. was classified into two groups viz. i. Low & Medium O.J.S., and ii. High O.J.S

The summary of chi-square test between Overall Job Satisfaction, and each of the six measures of Overall Job Performance and the separate contingency tables in this respect were prepared for the purpose. From this it was observed that only in the case of Passenger complaints, the calculated value of $\chi^2$ i.e. 4.0342 with 1 degree of freedom was found to be greater than the corresponding table value at 5 percent level of significance, whereas it was not so in the case of the remaining five measures of O.J.P. Hence there seems to be an association only between O.J.S. and passenger complaints, (i.e. one of the six measures of OJP) but there is no association between O.J.S. and the remaining five measures of Overall Job Performance viz. Productivity Bonus earned, Leaves Taken Record, Attendance (Absenteeism & late coming) Record, Punishments (due to other reasons) and Accidents Record.

Brayfield and Crockett (1955) found that there was little evidence of any simple or appreciable relationship between employee attitude and employee performance. Wanous (1974) gathered
job satisfaction and performance data from about 80 newly hired female telephone operators. This was not an experimental study, but tentative casual inferences drawn from longitudinal data. The overall relationship between satisfaction and performance was highly positive, but the direction of casualty was not clear. Ewen (1973) citing Vroom V. H. (1964) says that satisfied employees do not necessarily perform better on the job, than those who are dissatisfied. The extensive review of literature by Vroom revealed a medium correlation between job satisfaction and job performance of only 0.14 indicating that there is no simple relationship between these two variables.

Sinha (1965) studied the relationship between certain factors like employee production, employee attendance, stability in the job etc., with the degree of job satisfaction, in the case of a light engineering plant at Coimbatore, India. Results indicate that high job satisfaction was associated with such factors as skills, years of service, absenteeism and production. Research on relationship between employee job satisfaction and absenteeism has generally shown mixed results. Some empirical studies have found a significant negative relationship between Overall Job Satisfaction and Absenteeism (Newman, 1974; Clegg, 1983); whereas other studies have not found such a relationship (Johns, 1978; Watson, 1981). Sinha and Singh (1961) studied the relationship between absenteeism and job satisfaction of 100 workers of TISCO, Jamshedpur, India, and concluded that there is a high degree of relationship between absenteeism and job satisfaction. The high absentee group was much less satisfied with their jobs than the low absentee groups. Ilgen and Hollenback (1973) have argued that job satisfaction - absenteeism relationship is contingent upon the individuals attaining valued rewards for attendance. Fitzgibbons and Moch (1980) found that intrinsic satisfaction (viz. work related) and excused absence (viz. absence taken with prior permission) had a significant negative relationship.

Null Hypothesis 6
There is no association between Job Categories and the Causes of Tardiness /Absenteeism.

To test this null hypothesis, chi-square values were calculated between each of the two job categories (viz. conductors, drivers) on one hand, and each of the causes of Tardiness /absenteeism on the other. A summary of the chi-square values and separate cause-wise contingency tables showing observed and expected frequencies were prepared for this purpose.

From this table it was observed that out of the twelve causes of late coming / absenteeism listed, $\chi^2$ was found to be greater than table value at 5 percent level of significance, only in the case of three causes viz. 'dissatisfaction with supervisor', 'part-time job / business', and 'other reasons' - In fact in case of 'dissatisfaction with supervisor', and 'part time job / business', $\chi^2$ value has been highly significant even at 1 percent level. Thus there is association between causes of late coming /absenteeism and job categories in case of three causes only viz. 'dissatisfaction with supervisor', 'part-time job / business' and 'Other reasons'. In the case of the remaining nine causes, there is no association with job categories.
The above finding is consistent with Muchinsky, (1977) and Mann and Baumgartel (1952) who found that absenteeism increases as supervision quality decreases. Scott and McClellan (1990) found that an employee's age and attitude toward pay were the only factors that exhibited a gender-related impact on absenteeism and that perceived role conflict and job involvement were significantly related to absenteeism for men and women. Hackett & Guion (1985) applied the model of validity generalization in assessing the nature and strength of the relationship of absence to attitudes. Rhodes (1983) found that age-absenteeism relationship is partially a function of whether the absence is avoidable or, unavoidable. Generally he found older employees-to have lower rates of avoidable absence than do younger employees. However they have higher rates of unavoidable absence. This is possible due to poorer health associated with ageing and longer recovery period.

Null Hypothesis 7
There is no significant difference in the mean test scores of Overall Job Satisfaction (O.J.S) between the two Job Categories viz. conductors and drivers

To test this hypothesis, a one-way ANOVA Table was prepared. This was prepared on the basis of average overall Job Satisfaction (O.J.S) scores (average of five statements for testing O.J.S) obtained for each employee from the two job categories viz. conductors, and drivers from the sample. These averages were calculated on the assumption of equal weightage to each of the five statements expressing the O.J.S. of each employee from the sample. Results showed 'F' ratio as not being significant. Thus the null hypothesis has been accepted viz. There is no significant difference in mean test scores of O.J.S. between the two job categories.

After having discussed the results, pertaining to PART A and PART B on the basis of the respective null hypotheses, we now turn to ‘Recommendations’.

10. Recommendations

On the basis of the findings of this study, the following recommendations are offered:

It is said that today’s wrong recruit is tomorrow’s industrial relations problem. Hence there is a need to have a proper recruitment policy, wherein the background of each employee is thoroughly checked with proper references, before recruitment. This is particularly important, in the case of conductors who handle large sums of money on behalf of this transport organization (fare collected from passengers), and drivers (including their driving licenses) to avoid accidents due to the driver’s negligence, or on account of committing an act of indiscipline, like driving under influence of liquor etc.

The level of job satisfaction of employees is an indicator of the working environment of the organization. It is therefore suggested that the management must undertake periodic satisfaction / attitude surveys, covering all employees. Initially this task could be handled by an outside agency to ensure maximum objectivity and accuracy. This will enable the management to take suitable and timely corrective action to reduce job dissatisfaction and to increase job
satisfaction. This is already being implemented by some multinational corporations in India and is a common feature in many industrialised nations. Similarly a periodic passenger satisfaction survey would also give the necessary feedback to the management, in understanding and analysing the passenger complaints, and in taking steps to increase passenger satisfaction. The management should also take steps to increase the workers participation in management at higher levels so that the workers get a sense of belonging and oneness with the organization. As the results of this study show, a smaller span of control (better supervision) and increased expenditure of labour welfare will be very useful in avoiding many problems of industrial relations and in increasing the satisfaction and performance of employees. There is need to have a separate record not only of man-hours lost in strikes, work-stoppages, etc, but also the cost of such loss, in terms, of loss of wages, revenue generation etc.

Controlling the high rate of absenteeism has always been a challenge to most of the organizations. In the case of this organization, the rate of absenteeism has come down mainly as a result of the effective measures taken by the management viz. The introduction of productivity linked incentive bonus schemes, labour welfare measures, workers education scheme etc. But the rate of absenteeism seems to periodically rise during the summer months, since this period coincides with the school/college vacations, harvesting time, marriage season etc. A special monetary incentive scheme could be advised, and implemented for discouraging absenteeism during such periods. However chronic absentees and late-comers should be treated separately. Counselling by a senior top management official on a regular basis is also suggested. Further as regards absenteeism and tardiness, it is not only sufficient to keep records in terms of time lost, (minutes, hours, days etc.) but it is also important to calculate the cost involved in terms of loss of wages, revenue etc. Thus this human element in the loss of revenue to the undertaking must be isolated for necessary and timely corrective action. The direct labour cost, overheads, employee benefits, loss of productivity, and capital employed per worker etc. should also be considered.

‘Exit’ interviews must be conducted for those individuals who leave the organization. This will help the management in isolating the internal or work related causes of such labour turnover, so that necessary corrective steps may be taken, to prevent it. There is a need for an open communication between employees at different levels, particularly between the operating staff and their immediate superiors, so that there is cordial relationship between them, and thus dissatisfaction with the superior can be minimised. Training needs must be adequately addressed whenever it arises. Refresher classes and periodic tests could be conducted for drivers. Similarly a conductor must be properly trained to behave courteously with the passengers, and to increase the revenue (fare) collection, by issuing tickets quickly and correctly, so that no passenger is left out.

11. Conclusion

An efficient public transport system is essential for improving the quality of life of the urban community. It is important that through proper designing of routes and schedules, better fleet maintenance and imaginative development of work organizations and work systems; an effort
is made to optimize the use of the bus fleet. A clean and efficient public transport system can lead to substantial diversion of traffic from use of private transport to use of public transport, something which is extremely relevant in the context of the present energy crisis. Transport is a highly labor intensive industry. It is therefore of paramount importance that concerted efforts be made in transport organizations for optimizing the use of manpower through proper man management. Personnel policies should be so designed to ensure that adequate number of trained persons are available for various activities. A number of inter-related and well - conceived measures pertaining to organizational structure, work procedures and manpower utilization, will have to be adopted by the management, and the program continuously supervised for effective implementation.

This study has considered only a limited number of variables. There is scope for future research in a variety of other variables like collective agreements, time taken for negotiation, cost of operation, revenue earned etc. Merely increasing the emoluments of the drivers and conductors is not likely to provide a lasting and effective solution. What is really required, is a comprehensive personnel policy, with programmes for proper recruitment and training, enforcement of discipline improved working conditions like better seats(for drivers), better buses, better roads, exclusive bus lanes, improved promotion avenues, and introduction of well conceived productivity linked schemes for motivation, job satisfaction, work commitment, job enrichment and performance. The management as well as the employees of this organization have a joint commitment to society, to promote industrial peace and to provide better quality of bus service. It is the management’s role to supply initiative, both initiative towards creating better conditions, and the initiative needed to apply technical skills to the attainment of higher efficiency and productivity.

To conclude, it may be said that the findings of this study, and the suggestions offered therein may be found relevant by decision makers in public utility enterprises, particularly passenger transport undertakings, all over the country. Further, it may be said that similar study could be conducted by future researchers, in different types of industries, both manufacturing as well as service oriented organisations in the public as well as private sectors, with larger number of variables. The results could serve as eye-openers to the policy makers, managements, employee unions, and the society at large.

References