

EMPLOYEES INTELECTION INVESTIGATION TOWARDS METROPOLITAN TRANSPORT CORPORATION (CHENNAI) LTD

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ABSTRACT

To seek satisfaction by an individual in general but it is complex to measure accurately the level of job satisfaction perceived by employee particularly in Employees Intellection Investigation Towards Metropolitan Transport Corporation (Chennai) Ltd whenever a research study the working environment and work culture. The various dimension of working environment such the corporation policies, service system, inter - personal relationship, supervision, working hours, recognition of employees, responsibilities, work tasks are the major factors to judge the job satisfaction. It is important for every corporation to care about the employees' Intellection Investigation through these factors.

KEYWORDS: *Employees' Intellection, Job Satisfaction, H RM- Policies and Practices*

INTRODUCTION

Job satisfaction further implies enthusiasm and happiness with one's work. The Harvard Professional Group sees, job satisfaction as the key ingredient that leads to a general feeling of fulfillment. Since the advent of the human relations school of management in 1930, job satisfaction has been the subject of great attention and much inter disciplinary research. Elton Mao and his associates in the human relations school generally assumed that "Successful organization generally have satisfied employees", consequently they advocated reform of management practices reflect a humanistic concern for employees and of enhance employee work satisfaction. Job satisfaction was subsequently linked to increase in productivity. Happy employees are productive employees". This statement made by HR Professional and managers in organizations. Work performance and behaviors are consultant attached with physical conditions of work such as noise, illuminations of heat, humidity etc. It is now increasingly realized that many work behavior problems are associated with productivity, morale, absenteeism, accidents, fatigue etc. the workers are forced to spend more energy to accomplish task which they can do with much lesser effort in otherwise conditions. This study discusses and analyzed

various components of job satisfaction of employees working in Metropolitan Transport Corporation (Chennai) Ltd.

History of Metropolitan Transport Corporation (Chennai) Ltd

In 1947, the Government of Madras nationalized the passenger transport for the first time by introducing 30 buses in Madras City, side by side with the buses run by the private operators at that time. The operation was under the control of the then Madras State Transport Department. In 1972, the departmental setup was transformed into a company setup in order to inoculate a commercial approach without sacrificing the social responsibilities. Thus, PALLAVAN TRANSPORT CORPORATION LIMITED was formed under the Companies Act 1956, by the Government of Tamil Nadu on 01.01.1972 with a fleet strength of 1029 buses.

The fleet strength gradually increased correspondingly to the requirements of the public and reached 2332 on 01.01.1994. Following that Pallavan Transport Corporation Ltd was bifurcated as Dr.Ambedkar Transport Corporation Limited and Pallavan Transport Corporation Limited on 19.01.1994. The South of the Chennai Metropolitan city from EVR Periyar road came under the operational jurisdiction of the Pallavan Transport Corporation Limited. The North of Chennai Metropolitan city from EVR Periyar Road (including EVR Periyar road) came under the operational jurisdiction of the Dr.Ambedkar Transport Corporation Limited. In the public interest, both the divisions were amalgamated into a single corporation under the name Metropolitan Transport Corporation (Chennai) Ltd. with effect from 10-01-2001.

BRANCHES OF METROPOLITAN TRANSPORT CORPORATION **(CHENNAI) LTD**

- | | | |
|--------------------|---------------------|---------------------|
| 1. Adambakkam | 13. Ennore | 25. Saidapet |
| 2. Adyar | 14. Iyyappanthangal | 26. Semmencherry |
| 3. Alandur | 15. Kannagi Nagar | 27. Tambaram |
| 4. Ambathur | 16. K.K.Nagar | 28. T.Nagar |
| 5. Anna Nagar | 17. Kundrathur | 29. Thiruvanmiyur |
| 6. Avadi | 18. Madhavaram | 30. Thiruvottriur |
| 7. Ayanavaram | 19. Mandavelli | 31. Tondiarpet - I |
| 8. Basin Bridge | 20. MKB Nagar | 32. Tondiarpet - II |
| 9. Besant Nagar | 21. Padiyanallur | 33. Vadapalani |
| 10. Central Depot | 22. Perambur | 34. Vyasarpadi |
| 11. Chromepet - I | 23. Perumbakkam | |
| 12. Chromepet - II | 24. Poonamallee | |

PERFORMANCE OF METROPOLITAN TRANSPORT CORPORATION
(CHENNAI) LTD

SI No.	Item	2013 - 2014	2014 - 2015	2015 - 2016	2016 - 2017	Upto May'2017
1	TOTAL FLEET	3750	3794	3987	3980	3964
2	AVERAGE AGE OF BUS	5.12	5.98	6.59	7.08	7.24
3	NEW BUSES PUT ON	129	82	225	239	-
4	SCHD SERVICES	3531	3531	3685	3688	3688
5	EFFECTIVE KMS(in Lakhs)	3600.43	3514.68	3535.23	3483.94	569.24
6	KM/BUS/DAY	307	302	298	294	292
7	F.U. %(INCL HNR)	87.56	84.21	84.47	81.01	78.86
8	KM EFFICIENCY %	96.48	95.09	95.67	93.16	89.71
9	% OF OCCUPANCY	74.5	76.12	76.22	77.57	71.41
10	BREAKDOWNS	128	43	110	98	7
11	B.D./10,000 KMS.	0.003	0.001	0.003	0.003	0.001
12	ACCT/1,00,000 KM	0.6	0.56	0.47	0.37	0.29
13	TYRE LIFE IN KM	173342	170118	173263	185787	197459
14	PASSENGERS/DAY	49.5	49.65	48.67	47.08	48.01
15	MEN/BUS (For Fleet)	6.4	6.65	6.25	6.07	6.11

Source: Annual Report of MTC (Chennai)

IMPORTANCE OF THE STUDY

It has been established that highly satisfied workers have better physical and mental well being. On the other hand, serious job dissatisfaction results in stress and tension, which is usually the cause of a variety of physiological problems. People do not select job randomly. They tend to gravitate towards jobs that are compatible with their interests, values and abilities. Employees try to resolve inconsistencies between satisfaction and dissatisfaction. A motivated work force is valuable assets to the management. Low level job satisfaction will act as a drug upon the he as way and the general well being of the workers. For a developing country like India, existence of higher job satisfaction among the workers means a work force that is motivated and committed to high quality performance. The Metropolitan Transport Corporation (Chennai) Ltd has been chosen purposively because of its poor performance since last 3 years and when certain demands arose in the past, the management had pleaded its helplessness in meeting such demand of the employees because of financial stringency and steadily declining profitability. It leads to poor morale of employees, lack of complete integration between employees. Most of the shortcomings are due to differences in their characteristics and Intellection of employees, unrest between certain workforce and strained industrial relations. In this context, an attempt has made to make an in-depth study of employees IntellectionInvestigation towardsMetropolitan Transport Corporation (Chennai) Ltd.

STATEMENT OF PROBLEM

The human being strives to seek satisfaction in every aspect of the working life. There are many ways to seek satisfaction by an individual in general but it is complex to measure accurately the level of job satisfaction perceived by employee particularly in Metropolitan Transport Corporation (Chennai) Ltd, on whenever a research study the working environment and work culture. The various dimension of working environment such the corporation policies, service system, inter - personal relationship, supervision, working hours, recognition of employees, responsibilities, work tasks are the major factors to judge the job satisfaction. It is important for every corporation to care about the employee's job satisfaction through these factors. Whenever, a slackness in any of the above mentioned factors it directly affects the individual employee and that will affect in the form of demoralization and disappointment. In this research an attempt was made to assert that to what extent the top management of MTC (Chennai) Ltd has been taken care of the employees welfare and to analyze the extent of motivation practice to make a friendly approach with the employees. The other aspects such as hygienic issues which lead to dissatisfaction especially strict implementation of rules and regulations, narrow span of supervision, over work load, which creates not conducive work environment.

OBJECTIVES OF THE STUDY

- To analyse the Intellection of employees towards Metropolitan Transport Corporation (Chennai) Ltd.

METHODOLOGY

The present study is based on both primary and secondary data were used. For collecting the primary data using well framed questionnaire was designed to elicit necessary data and details from the drivers, conductors, technical, Administrative and others employees of MTC (Chennai) Ltd. The secondary data were collected from the books, journals, web portal, the well equipped libraries at IIM Bangalore, records from MTC (Chennai) Ltd, and publication of the department of TNSTC, Indian Journal of Transport Management Pune. At the outset of the study or as a prelude of the employees Intellection Investigation towards Metropolitan Transport Corporation (Chennai) Ltd

SAMPLING DESIGN

Metropolitan Transport Corporation (Chennai) Ltd was purposively selected on familiarity and it had unique performance in fleet utilization, Kilometer per litre and man power productivity compared with the STUs at State level and at all India level. The Proportionate Stratified Sampling Method was used to select the respondents in MTC (Chennai) Ltd. This sampling involved in drawing sample from each stratum in proportion to the latter's share in the total employees. 5 percent of each category of employees namely Drivers, Conductors, Technical staff members Administration staff members, Technical Supervisory Staff and others staff members were selected for the study. The sample size constituted 5 percent of the universe i.e., **1211** employees. The universe constituting **24223** employees were classified on the basis of their nature of employment as shown in the following table.

SAMPLING DISTRIBUTION

S. No.	Category of Employees	Total	Sample Selection of (5%)
1	DRIVERS	9680	484
2	CONDUCTORS	10137	507
3	TECHNICAL STAFF	2930	147
4	ADMINISTRATIVE AND OTHER STAFF	881	44
5	OTHER TRAFFIC STAFF	287	14
6	TECHNICAL SUPERVISORY STAFF	308	15
TOTAL		24223	1211

Source: Annual Report of MTC (Chennai)

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The nature and relationship between such personal characteristics and level of employees opinion on job satisfaction was thoroughly examined with the help of (employee safety& health, policies and practices, work load, attendance, working in the night shift, salary system, promotions and types of grievances) percentage Investigation .

Working Condition and Employee Safety & Health

The details are furnished in the following table-1, the level of opinion of respondents in respect of working condition and employee safety& health.

TABLE-1: WORKING CONDITION & EMPLOYEE SAFETY AND HEALTH

Rating	Drivers	Conductors	Technical Staff	Administration Staff	Others Staff	Technical Supervisory Staff	Total / Percentage
Low	100	98	80	18	5	5	306 (25)
Moderate	180	176	23	20	6	7	412(34)
High	204	233	44	6	3	3	493 (41)
Total	484	507	147	44	14	15	1211

Source: - Primary Data

It can understood, that the rating of 25% of the total (1211) respondents were found low in respect of working condition and employee safety& health,34% of them moderate rating and 41% of them had revealed high rating about working condition and employee safety& health provided by MTC (Chennai). It is concluded that the majority of the respondents were high rating of working condition and employee safety& health.

Knowledge Regarding Policies and Practices

The policies and practices that government employees' exhibit may generate a positive or negative feeling towards the organisation.

TABLE-2: KNOWLEDGE REGARDING POLICIES AND PRACTICES

S. No.	Opinion	No of Respondents	Percentage
1	Yes	1060	88
2	No	151	12
Total		1211	100

Source: - Primary Data

Table-2 exhibits that 88% of the respondents have a thorough knowledge regarding the organisation policies and practices and 12% of the respondents have inadequate knowledge regarding policies and procedures. It is concluded that the majority, 88% of the respondents have a thorough knowledge about the organizational policies and practices.

Respondents Opinion of Work Load

In the categories of drivers, conductors, technical staff, administration staff and others staff members; Technical Supervisory Staff was studied because of satisfaction of work load and timing of employees.

TABLE-3: RESPONDENTS OPINION OF WORK LOAD

S. No.	Opinion	No of Respondents	Percentage
1	Satisfied	481	40
2	Not Satisfied	730	60
Total		1211	100

Source: - Primary Data

It is identified from the above table that 60% of the respondents were not satisfied in the work load and remaining 40% of the respondents were satisfied with the work load. It is concluded that the majority 60%, of the respondents were not satisfied in the work load.

Respondents Opinion on Attendance

The attendance was studied under the three category namely above average, average and below average. The details are furnished in the following table-4

TABLE-4: RESPONDENTS OPINION ON ATTENDANCE

S. No.	Opinion	No of Respondents	Percentage
1	Above Average	812	67
2	Average	346	29
3	Below Average	53	4
Total		1211	100

Source: - Primary Data

It is noted that the above table the majority of the respondents 67%, have above average in their attendance.29% of the respondents attendance was average and a 4% shown below average in their attendance. Hence, it was concluded that the majority, 67% of the respondents are having above average in their attendance.

Respondents Opinion of Night Shift Allowance

To take a special care against the working in the night shifts, the MTC offers a special allowance for the employees who were working in the night hours. The details are furnished in the following table-5

TABLE-5: RESPONDENTS OPINION OF NIGHT SHIFT ALLOWANCE

S. No.	Opinion	No of Respondents	Percentage
1	Satisfied	745	62
2	Not Satisfied	466	38
Total		1211	100

Source: - Primary Data

It is noted that the above table the majority of the respondents 63%, were satisfied in the present system of night shift allowance offered by the MTC and remaining 38% of the respondents, were not satisfied. From the Investigation it was concluded that the majority, 62% of the respondents were satisfied in the present system of night shift allowance.

Opinion about Salary Structure

The respondents' satisfaction on present salary system was studied because salary is the base to fulfill the needs and wants of the employees.

TABLE-6: OPINION ABOUT SALARY STRUCTURE

S. No.	Opinion	No of Respondents	Percentage
1	Yes	1114	92
2	No	97	8
Total		1211	100

Source: - Primary data

Table-6 exhibits that 92% of the respondents have a satisfied in the present salary system and remaining 08% of the respondents were dissatisfied. It is concluded that the majority 92%, of the respondents were satisfied in the present salary structure.

Opinion about the Promotion

Promotions provide an inducement and motivation to the employees and also remove feelings of stagnation and frustration.

TABLE-7: OPINION ABOUT PROMOTIONS

S. No.	Opinion	No of Respondents	Percentage
1	Yes	898	74

2	No	313	26
Total		1211	100

Source: - Primary Data

Table-7 exhibits that out of 1211 sample respondents, 74% stated that the TNSTC grants timely promotions and the remaining 26% conveyed that promotions are delayed. Hence, it was concluded that the majority, 74% of the respondents are getting promotions in time.

Respondents Opinion on Types of Grievances

In the previous table, 1211 respondents stated that they had some sort of grievance. The responses of the 1211 sample respondents have been tabulated in the following table-8.

TABLE-8: RESPONDENTS OPINION ON TYPES OF GRIEVANCES

S. No.	Opinion	No. of Respondents	Percentage
1	Salary Related	394	33
2	Policies and Procedures Related	188	16
3	Work load Related	427	35
4	Co-worker Related	79	7
5	Others	123	10
Total		1211	100

Source: - Primary Data

Out of the 1211 respondents who stated that they had some sort of grievances, 35% of them stated that their grievances are workload related, 33% of them have mentioned that their grievances are salary related, 16% of the respondents expressed that their grievances are policies and practices related and 10% of the respondents expressed that they have other grievances. Hence it is concluded that majority of the respondents are workload related grievances.

POLICY IMPLICATIONS

The following are the important policy implications of the study:

- ✓ Human resource policies of MTC should be revamped by the appointment of Committees for scrutinizing the existing policy of HRM and incorporating the views of employees effecting consultations with all the trade unions.
- ✓ The transfer policy adopted in the corporation is only threatening the employees and transfer by punishment is on the higher side which needs serious consideration as it would have a direct bearing on HRM.
- ✓ Framing a new recruitment policy in place of the existing policy that would be acceptable to both management and employees unions would solve the delay in recruitment and avoid the conflict with the unions at the time of recruitment.

- ✓ The drivers are really doing a sensitive job to the society and their life is heavy risk which they face every day. Hence, the corporation has to enhance their salary and risk allowance has to be provided along with all generous work benefit.
- ✓ Intellection on political and higher official influence is 60 percent which should be eradicated at any cost since this factor will have an adverse impact on the functioning of other employees who do not use political influence.
- ✓ The genuine grievances of the employees have to be addressed immediately. The transport corporation must consider the grievances of the employees and set right the grievances immediately without waiting for representation from the union or other external sources.

CONCLUSION

The effective HRM policies and practices would cause increased productivity and contribute to overcome losses. Further, it would gear mutual relationship between the employees and management. It would ensure sustainable growth and provide good service to the general public. The understanding of the employees' IntellectionInvestigation towards MTC Chennai, would help the corporation to formulate policies and programmes for further improvement.

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