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JOB SATISFACTION OF THE EMPLOYEES IN HIMACHAL ROAD TRANSPORT CORPORATION

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Abstract

Present paper analyse the situation of job satisfaction among the workers of Himachal Pradesh Road Transport. Job satisfaction is the attitude that workers have about their jobs. It results from their perception of the jobs. An organisation cannot achieve its goals without worker's satisfaction. Workers support is also a very necessary part of the organisation. Dissatisfaction of the workers is harmful for the organisation and causes lose for the organisation. Road transport forms the life-line of the economy in the hilly terrains, like that of Himachal Pradesh. Himachal Road Transport Corporation Came into existence on 2nd October 1974 by uniting Mandi-Kullu Transport Corporation and Himachal Government Transport. It is only the way to provide the passenger transport facilities. Himachal Pradesh is a hilly state so there is no other means of passenger transportation. Satisfaction among the employees also increases the productivity of an organisation.

Keywords: Job Satisfaction, HRTC, workers demands.

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INTRODUCTION

The term job satisfaction and job attitudes are typically used interchangeably. Both refer to effective orientations on the part of individuals toward work roles which they are presently occupying. Positive attitudes toward the job are conceptually equivalent to job satisfaction and negative attitudes toward the job are equivalent to job dissatisfaction (Vroom, 1964). Every who joins the organisation is given some work or job to perform. Performance of the job requires necessary skill, knowledge, experience and other capabilities. Not only are these but aptitude and interest of the employee for a specific job also taken to account for making his placement in the organisation. It is done with a view to provide more job satisfaction to the employee.

The term job satisfaction may be defined as a psychological satisfaction which the employee derives by performing a job. Performance of the job by the employees also requires that his expectations and aspirations in terms of rewards, consideration and fulfilments of his needs, etc. have been met. If these are fulfilled, he will be satisfied with the outcome of job performance and greater job satisfaction would generally motivate the employees for performing their job efficiently (Singh, 1972). Job satisfaction is derived as "an individual's relation to the job experience."

There are various components that are considered to be vital to job satisfaction. These variables are important because they all influence the way persons feel about their job. These components include pay, promotion, benefits, supervisor's behaviour, co-workers, workers conditions, communication, safety, productivity and the worker itself. Each of these factors figures in to an individual's job satisfaction differently. One might think that pay is considered the most important component in job satisfaction, although this has not found to be true. Employers are more concerned with the working environment than with the monetary gains.

Many experts have tried to come up with an explanation for why people feel the way they do with regard to their job (Verma and Agarwal, 1996). Lock developed the idea known as Discrepancy Theory. The theory suggests that a person's job satisfaction comes from what they feel is important than the fulfilment or unfulfilment of their needs. Employees give the necessary feedback in order for employers to know if people are satisfied with their jobs. Job satisfaction is the attitude that workers have about their jobs. It results from their perception of the jobs (Sudan, 2004). Satisfaction of the workers is very important for the betterment and upliftment of any organisation. An organisation cannot achieve its goals without worker's satisfaction.

Workers support is also a very necessary part of the organisation. Dissatisfaction of the workers is harmful for the organisation and causes loss for the organisation.

Himachal Road Transport Corporation

Road transport forms the life-line of the economy in the hilly terrains, like that of Himachal Pradesh. Since 1949, the transport in Himachal Pradesh, whether it was of bus service or goods transport services, was fully nationalized in whole Himachal Pradesh. The name of operating institute was Himachal Government Transport. After this, in 1959 Mandi-Kullu Road Transport Corporation was established. Himachal Government, Punjab Government and Central Government (Railway Department) were the shareholder of the corporation. Their capital investments were 40% and 20% respectively. This corporation used to operate on Pathankot-Manali routes mainly, later on some other routes in the districts of Kullu and Lahaul Spiti. On the 1st November 1966, the hill areas of Punjab State were emerged into Himachal Pradesh.

Division	Income		Expenditure		Benefit		Loss	
	2010-11	2011-12	2010-11	2011-12	2010-11	2011-12	2010-11	2011-12
Shimla	1659606746	1591826914	1665187562	187927758	126464542	23406808	132045358	310807653
Mandi	961659410	980750212	982031163	1157301612	29287461	Nil	49659215	176551400
Hamirpur	1080912524	1072735654	1194966582	1284706647	Nil	Nil	114054056	211970993
Dharamshala	1170009990	1171775242	1226989020	1302361506	11299395	1880772	68278425	132467035
Total	4872188670	4817088022	5069174327	5623597523	167051398	25287580	364037054	831797081

On these hill areas the bus service were governed by Private promoters Gradually. Himachal Government transport also started its own services in new integrated areas. Later on Himachal State Government adopted the nationalization policy of bus services. It was felt while considering all these consequences that in place of two State Road Corporation, there should be one system of integrated Road Corporation, as a result of this, on 2nd October 1974 Himachal Road Transport Corporation Came into existence by uniting Mandi-Kullu Transport Corporation and Himachal Government Transport. Before this there were two different transports named as Himachal Government Transport (H.G.T.) and Mandi-Kullu Road Transport. Since its inception, the activities of the Himachal Road Transport Corporation have increased manifold. The corporation is only organization providing passenger transport services barring a few routes, in the states. Himachal Pradesh is a land or plains and sky scraping mountains. Himachal Road Transport Corporation runs its routes from plains to high altitude which is more than 4,725 meters. The hindrances in the operation of Himachal Road Transport Corporation, the roads are too hairpin handed and steep sloping, especially the oldest (Annual Administrative Report, HRTC, 1974-75).

Financial Position of HRTC

HRTC has very poor financial condition. HRTC is bearing loss its inception. At present the loss of HRTC is more than Rs. 600 crore. No steps are taken by the government of Himachal Pradesh to bailout the corporation. There is a provision of grant in aid in the budget of government of Himachal Pradesh. It depends on the government that how much aid provided to the corporation. Presently the aid provided by the state government is not enough to meet out the loss of the corporation. In financial year 2013-2014 the state government has provided Rs. 120 crore in its budget.

With such a small amount the corporation cannot meet out the loss. There is a need to provide a special bailout package to the corporation.

Table interpretation

The total loss of HRTC in 2010-11 and 2011-12 is Rs. 1195834135. HRTC has four divisions Shimla, Mandi, Hamirpur and Dharamshala. Hamirpur is the only division having mostly plain areas even than it has most poor financial condition among the four. Hamirpur has nil benefit in 2010-11 and 2011-12. Shimla division has hilly areas like Rohru and Recongpeo in Mandi division like Keylong and in Dharamshala division like. Table shows that the corporation has has a very poor financial condition. Not even a single division is in benefit. The corporation is moving towards loss day by day. In such a poor financial condition how we can expect a better transportation services from the corporation.

Workers Union in HRTC

Pressure groups play an important role in any organisation. Pressure groups are voluntary associations formed to promote and defend a particular interest, or to promote a course or political position in a political system. In general pressure groups refer to general and wider interests while interest groups are restricted to particular common interest, most often of an occupational kind. In terms of their participation and role in politics they can be considered same. They are called pressure groups as they attempt to bring political or policy change by putting pressure, using various techniques on the government. In that they differ from political parties as they do not themselves directly seek elective office nor put forward a programme covering whole range of governmental activities (Narang, 1996).

The Non Governmental Organisations (NGOs) have also emerged as important pressure groups. These deals with the problems such as environmental protection, pollution control and with the disadvantage sections like Dalits, Tribes, Women, bounded labour and other important social issues. Workers unions are the most powerful pressure groups in developing countries like India. Similarly there are ten pressure groups functioning in HRTC. They are:- Chalak Parichalak Sangathan, AITUC, Takniki Karamchhari Sangathan, Parivahan Mazdoor Sangh, Anubandh Karamchhari sangathn, Parivahan karamchhari Mahasangh, Ministerial Association, Store Staff Association, Parichalak Sangathan and Nirikshak Staff Association.¹ At present all these ten pressure groups are unite under the banner of Himachal Transport Employees Joint Coordination Committee (JCC) and fighting with the HRTC

management for their pressive demands for a long time. Strikes and other kind of agitations are going on continuously.

Demands of the HRTC employees

The pressive demands of the HRTC pressure groups for which they are fighting under the banner of Himachal Transport Employees Joint Coordination Committee:-

Administrative

- Make Corporation Roadways.

When the corporation become Roadways it become under the government. It becomes a department and there will be budget provision in government budget. In this case there will be no profit no loss system like education department. Pay, pension and other allowances will be paid by government and control on employees will be limited.

- Constitute a commission under the chairmanship of a judge of High Court to investigate the causes of the lose in the corporation.

At present HRTC bearing lose in crores. Nobody is taking the responsibility for such a huge losses in the corporation. Even there is some flying teams but they are not sufficient to control the lose. Now the demand of the HRTC workers is to constitute a commission under the chairmanship of a judge of High Court and give them freedom to investigate the causes of the loses in the corporation properly.

- Nationalize the passenger transport. Stop to issue private permits. Evaluate the already issued permit and cancelled those private permits which are affecting the parallel routs of the corporation.

After nationalization of passenger transport smalls routes (links roads) will be operated by private sectors. Long routs on National Highway will be operated by HRTC itself. Due to private permits the routs of HRTC buses are affecting. Most of the routs of private buses and HRTC buses are parallel. Most of the passengers prefer private buses. Most of the time it has been seen that almost half of the seats of the corporation buses remain vacant. It is due to the parallel routs of the private buses. So there is no need to issue more permits to private transporters.

- Fill up all the posts of all categories.

At present there are 8811 employees working in the corporation. More than 3000 posts are vacant in all the categories which causes of work load on the employees. It is necessary to fill up all the posts to reduce the work load of the employees.

- Take the booking agent, piece-meal (piece-rated) and washer boy under the contract policy and in future recruitment should be according to government recruitment policy.

Piece-meal or piece-rate is a system in which the rates of the different pieces of the whicles like tyre, colour, wash,

tube, staring, etc. will be fixed separately. In this the worker will pay according to piece such as how much tyres he have repaired, how much vehicles he have coloured etc. So they demands that all the booking agents, piece-meal and washer boys should be under the contract according to one time settlement policy and in future recruitment should be on the bases of government recruitment policy.

- Regularized all the contract employees according to Industrial Disputes Act 1947 after the service of 240 days.

According to Industrial Disputes Act 1947 al the workers should be regular after the continuous service of 240 days. But in 1998-2000 in HRTC government had introduced contract policy and there are no fix criteria for regularization. Some time it is 8 years and some time it is 6 years. The workers should be regular after 240 days of continuous service.

- Do not start the wet- leasing policy again.

Wet-leasing system is a system in which the bus will be of private owner and the private owner will also do the maintenance of the bus. But conductor and fuel will provide HRTC. This system will increase the lose for the corporation. Because HRTC will pay him according to the full occupancy of the bus. In this case it depends on the driver whether he will pick the passengers or not and the driver can break down the bus at any time.

- Complete the promotion process for all categories timely.

Promotion process is very slow for the employees. But in case of high class employees' promotion process is fast. So there should be equal process of promotion which is helpful to decrease the dissatisfaction level of the employees.

- Ensure employees participation in management. Give membership to Joint Coordination Committee in all departmental committees.

It is very important to ensure the employees participation in management and decision making. Mainly in decision making the participation of the employees' decreases violence and strikes in any organisation.

Financial

- Make a provision for pension in state government budget.

There is no budget provision in Himachal government budget for HRTC, because it is not a department in itself. When it becomes Roadways than it will be a department and will a provision of budget in state government budget. So there is also not a provision of pension for HRTC workers in state government budget.

- Release all the due financial benefits to all employees and pension holders. Give interest for all late payments.

Due to a huge lose in HRTC there is a delay in releasing financial benefits like pay, pension and allowances to the employees. Finance is one of the most powerful factors to influence the satisfaction level of the employees.

- Ensure weekly rest for every employee.

Weekly rest is very necessary for the workers. In HRTC it is most important for drivers and conductors. But there is no provision for weekly rest for drivers and conductors. Ministerial staff is getting weekly holiday but not drivers and conductors.

- Night allowance should be Rs. 130.

In present time HRTC providing night allowance not more than Rs. 80. But the workers are not satisfied with this amount. They want Rs 130 night allowance.

- Give the benefits of 4-9-14 salary increment.

In this system when the employee of any department complete the continuous service of four years than he will get promotion and will get a special increment. But if he will not be promoted by certain reasons he will get the same benefits as a promoted person is taking. It is same after nine years and after fourteen years. But it is not implemented in Himachal Pradesh. The HRTC workers want to implement the 4-9-14 system.

- Give two special salary increments for the drivers after the 20 years of tenure.

In all the government departments there is a provision of two special increments for the drivers after the service of 20 years. But this is not in HRTC. So they demand the same increments for the drivers in HRTC.

- Implement the Punjab grade pay scale for all category employees.

Himachal Pradesh has not its own pay commission. Most of the time the employees of Himachal Pradesh depend on the Punjab state policies. Because the H. P. Follow the recommendations of Punjab pay commission. Punjab has already implement the recommendations regarding the pay, but in Himachal Pradesh. The HRTC workers demands to implement the Punjab pay scale. After the Punjab pay scale the workers of HRTC get minimum benefit of Rs. 5000.

- Give all the benefits to the retired employees.

Most of the time at the time of retirement the employees will not get there benefits. He received his benefits after a long period even a year. There should be no delay to pay his all benefits.

- Give Rs. 3000 uniform allowance and Rs 150 washing allowance.

At present the corporation is paying Rs. 1500 uniform allowance and Rs. 30 as washing allowance. But the workers demand to raise it up to Rs. 3000 uniform allowance and Rs. 150 as a washing allowance.

Other

- Provide proper spare- parts in all stores timely.

There is no proper time to provide spare-parts in all the stores which causes delay in repair of the buses and other whicles of the corporation. It should be providing timely.

- Implement work to rule properly.

In work to rule it is compulsory for a worker to work for eight hours within two spells. There will be a break between these two spells that depends upon the management. But in HRTC no eight hours are fix. Employees are bound with the corporation more than twelve hours. So the workers demand that a worker should not bind with the corporation more than nine hours. They demands that there should be two spells each containing four hours and a break of one hour between the each spell.

- Give the Sub-Inspector post name and salary to the adda conductor according to Punjab.

In HRTC there is a provision of adda conductor and getting salary up to Rs. 30000 monthly and getting an increment of Rs 100 per year. But in Punjab the same person is called Sub-Inspector and getting salary of more than Rs. 35000 monthly.

- Make compulsory the professional and public behaviour training for all employees and officers.

Presently HRTC is not providing training for all the employees. Corporation is providing training for selected persons which are not enough. Professional and public behaviour training increases productivity of the corporation.

- Visit a team of J.C.C. and officers to study the successful transport system of the states like Haryana, Rajasthan and Andhra Pradesh.

In Haryana, Andhra Pradesh and Rajasthan also a Roadways and they are giving their services successfully. So the workers of HRTC want to visit in such states to study their operational system.

- Make a provision to provide all the Gazetted and second Saturday holidays to all categories.

- All the ministerial staff are getting the Gazetted and second Saturday holidays, but in case of driver and conductor there is no provisions of these holidays. So workers demands to provide these holidays to all the categories of the employees.

- Renovate and maintain the rest rooms and workshops properly.

- A good work environment is most important for workers in any organisation. Similarly the rest rooms and workshops for the employees should be well furnished. Good working environment also increase the productivity of the organisation.

Suggestions to Improve the Satisfaction Level of the Employees

After reviewing the problems and demands of the employees working in HRTC the following suggestions can decrease the dissatisfaction level of the employees:

Salary and pension should be released timely. Amendment in Recruitment and Promotion Rules is necessary. Improvement in administrative mechanism is also important, because a good administrative mechanism can solve the problems of the workers easily. Provide proper training and other refreshers to all the employees time to time. With the help of training and refreshers courses we can modernize our work and it causes the increase in productivity. Improvement in working condition is very necessary specially working condition of the workshops. A good working environment can affect the satisfaction level of the workers. Ensure the availability of the modern tools, techniques and machinery in the workshops. Ensure the availability of the good quality of spare parts in the stores. There should be recruitment of technical employees' time to time. Computerization and networking should be properly throughout the state. Relationship between management and employees should be healthy. Relationship between management, employees and public should be healthy. There should be proper accommodation facilities for the employees. Reward the employees for their good work and conduct. Ensure proper rest for all categories of employees. Ensure employees participation in decision making. Invite time to time suggestions to solve the problems.

Conclusion

The organisation lack on several important factors such as pay, pension, work condition, promotion policy, canteen, rest, bad condition of rest room, rewards, recognition, training, equipments, etc.. In this circumstance policy maker and management have turned their attention to provide better facilities to the employees. The corporation need to modify the policies. Promotion must be given based on merit, educational qualification and experience. Modern techniques must be introduced. Modern training must be given to the employees. Pay and pension must be given timely. Rest for drivers and conductors are very important.

Because unrest causes accidents In any organisation employees need good salary, allowances, good compensation and comfortable working conditions. We can increase satisfaction level of the employees by providing such facilities. It increases satisfaction level as well as productivity and performance of the organisation. Pay is the most important factor to influence the satisfaction. Work condition is second most important after pay that influences the satisfaction level of the employees. A good working condition can also increase the quality of service. Work condition is directly related with the employees.

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