

A Study on Morale of Public Road Transport Employees with Special Reference to Tamil Nadu State Transport Corporation Madurai Ltd., Dindigul Region, Tamil Nadu, India. - An Empirical Approach

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Abstract:

The Study deals with the psychological phenomenon Morale of employees. It studies the morale of Public Road Transport Employees of TNSTC Madurai Ltd., Dindigul region, Tamil Nadu, India. There is a need for the research study to know the morale of employees and its level in the present changing working environment in the industry as salary pay commission issues, changes in work schedule due to introduction of new buses and extension of bus routes, changes in ticket fare and implementation of technical supportive systems, changes in financial and non financial benefits. The study focuses on the morale of middle level and low level management that includes Managers, Administrative Staff, Technical and Traffic Supervisors, Drivers and Conductors. It was conducted through morale survey, observation and personal interview to know the factors influencing morale and to know the level of morale on the factors that impacts indirectly the performance and working climate of the organization. It concludes with a significant relationship between the factors prevail in the working environment and the morale of employees and also a significant impact of morale on work performance.

Keywords: Factors influencing morale, Morale, (MI) Morale Indicators, (TNSTC) Tamil Nadu State Transport Corporation

Introduction:

Morale is a psychological phenomenon. It means that a favourable or unfavourable attitude of employees towards their work, co- workers, superiors, organization, working conditions and welfare schemes. A favourable attitude towards the factors indicates good or high morale and unfavourable attitude towards the factors indicates bad or low morale. Simply it means the feelings of employees about his job, his peers, his superiors, his company and working conditions. Measuring morale is the process of measuring the feelings, favourable or unfavourable attitudes and identifying how the feelings, attitude affect the individual performance and organizational objectives by collecting morale information through morale surveys, morale indicators and other sources. Morale indicators are absenteeism and tardiness, accidents and wastages, fatigue and monotony, grievances, need for discipline, medical reports and training reports.

Objectives & Limitations:

The Study with the objectives to study the various factors prevailing in the work environment influencing the morale of public road transport employees, To analyze and to study the present changing working environment in the road transport industry that impacts on morale, to identify the level of morale of

employees being influenced by the major factors, to find out the impacts of morale on work performance and to study the remedies and alternatives to boost up the morale of road transport employees. The Study is limited with duration, sample size, the responses into the measurement scales and the factors prevailing in the working environment not other factors like family, socio-economic factors.

Reviews:

The Study with reviews as Collective feeling or attitude in a work group. A good manager tries to keep the morale high in an organization. High morale tends to motivate workers in a group toward the achievement of a goal. A Strong sense of enthusiasm and dedication to a common goal that unites a group.

Morale study is a technique to measure the level of morale among a group of employees. Often both questions and interviews are used to acquire information on which to base judgements of the state of the morale. Morale is defined as the end result of many factors present in the workplace environment some of these factors are the work setting itself, worker satisfaction, and action, salary, supervisory input, working conditions, status and more.

Brief Profile of Organization:

Tamil Nadu State Transport Corporation (TNSTC) Madurai Ltd., is a public road transport corporation which has public road transport service coverage all over Tamilnadu specially to remote villages in south Tamilnadu. It was in the name of Pandian Roadways Corporation, which was amalgamated as TNSTC in January 6th 2004. It consists of three regions – TNSTC Madurai region, TNSTC-Dindigul region, TNSTC-Virudunagar region.

The research study was conducted in TNSTC Dindigul region, which was in the name of Rani Mangammal Transport Corporation situated in Dindigul, Tamilnadu that was amalgamated to TNSTC Madurai Ltd., in January 6th 2004. It has road transport service coverage all over Tamilnadu. It has around 1000 fleet strength and around 5000 employees work force. It is one of the biggest road transport service providers in Tamilnadu. It has two divisions as Dindigul division and Theni division. Dindigul division has nine branches (bus depots) and Theni division has seven branches. It is the only transport corporation having transport service to the remote villages situated in valleys and in hill stations of southern tamilnadu specially Kumuli hills, Moonar hills, Sabari malai Pambai, Kodaikanal hills, Palani hills, Valparai and etc.,

Research Methodology:

Research Design: The descriptive research study with pragmatic approach includes the process of finding out the factors influencing morale, the level of morale, and the impacts of morale on work performance through morale survey using questionnaire includes statements with Likert measurement scale, observation and personal interview with the sample size 300 using stratified random sampling as Drivers 100, Conductors 100, and Admin. Staff 50, Supervisors 25 and Managers 25 of road transport employees working in Tamilnadu State Transport Corporation Madurai ltd., Dindigul Region.

Hypothesis: There is a significant relationship between the factors prevails in the working environment and the morale of employees and a significant impact of morale on work performance.

Data Analysis: It includes the manual work of calculation with statistical tools as Percentage analysis and Chi-square test.

Findings:

Demographic Findings:

Age of the Respondents: 27%, 40%, 33% of the respondents belong to the age group of 30-40 yrs, 40-50 yrs, and 50-58 yrs respectively.

Educational Qualification of the Respondents: 71%, 24%, 15% of the respondents have educational qualification SSLC, HSC, Graduation respectively.

Experience of the Respondents: 22.5%, 38.5%, 34%, 5% of the respondents have the experience up to – 10yrs, 10-20 yrs, 20-30yrs, 30-40 yrs respectively.

Gross Salary of the Respondents: 30%, 50%, 20% of the respondents belong to the gross salary range of 5000-10000, 10000-15000, 15000-20000 respectively.

(Table:1 Table:2 Figure:1 Table:3 Table:4 Figure:2) To be placed here.

Chi-Square Test: Since the calculated value on the variables (work schedule and safety & healthy working environment) 5.25 is less than the table value for degree of freedom = 2, significant value 0.5 in the chi square distribution table is 5.99, hypothesis is accepted that there is a significant relationship between the factors prevails in the working environment and the morale of employees and also a significant impact of morale on work performance.

Summary: With the objectives and limitations, the study explores The 90%, 78%, 86% of the respondents having favourable attitude towards the factors work itself, work supportive system and relationship among employees in work climate respectively.

The 54%, 48% of the respondents having favourable attitude towards the factors welfare schemes (financial benefits) and non-financial benefits at medium level of morale respectively.

The 60%, 52%, 52% of the respondents having unfavourable attitude towards the factors work schedule, healthy and safety work environment and motivational factors respectively.

It explores the impacts of low morale on work performance as feeling fatigue, quarrels with private bus employees regarding bus timings in bus stands, involving in strikes, absent in work, late to the work, refuse to work in peak hours, overtime duty out of force, monotony in work, sudden bus route change and aggressive arguments with superiors regarding work schedule and leave, quarrels with passengers and no proper stops in bus stops.

Conclusion:

Morale of employees is a key factor to bring changes in a working environment. It is to be always boosted up with some triggers especially for public road transport service industry as maintaining healthy and safety environment, acceptable and applicable work schedule for drivers and conductors, proper implementation of welfare schemes and maintaining supportive motivated working spirit among employees.

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Table: 1 Dominant Factors Influencing Morale of Road Transport Employees

Sl. No.	Factors Influencing Morale	Factors include Sub-Factors
1.	Work itself	Job security, Job involvement, Dedication, Proud to be in govt. public service
2.	Work Schedule	Over time duty, Changes in bus timings, Bus route (kilo metre) extension, Schedule to unknown bus route, Holidays & leisure time.
3.	Work Supportive system	Proper instructions from heads, Workshops, Training programs, Provisions of tools and equipments, good condition buses.
4.	Work climate with health and safety	Sanitation, Cleanliness, Toilet facility in bus depots and bus stands, First aid and ambulance facility, Rest shelters & Lockers.
5.	Relationship among Employees	Appreciations from heads and to co workers, Sharing problems in work to co workers and Heads accepting the complaints from worker.
6.	Welfare Schemes Financial benefits	Pay package, Bonus and increments, Allowances, Collection beta & Steering allowance, Over time wages and loans.
7.	Non - Financial benefits	Uniforms, Slippers, Family Bus Pass, Lunch. Free bus pass for employees’ children studying and Concession in tuition fees in Tamil nadu transport educational institutes.
8.	Motivational factors	Awards, Promotions, Appreciations in the form of certificates, any particular names. Punishments – suspensions, detection in pay off, de-promotion and etc.,

Sources: Secondary data collected from records and reports from admin office

Table: 2 Morale Survey Responses on the Factors Prevail in Working Environment Collected from Drivers and Conductors

Factors	Responses in Percentage			Attitude / Feeling in Percentage		Level of Morale
	High estimate	Medium estimate	Low estimate	Favourable	Unfavourable	
Work itself	90	3	7	90	-	High
Work Schedule	34	6	60	-	60	Low
Supportive system	78.5	7	14.5	78		High
Health& safety work climate	36	12	52	-	52	Low
Relationship among employees	86	4	10	86	-	High
Welfare schemes (Financial benefits)	16	54	30	54	-	Medium
Non Financial benefits	- 32	48	20	48	-	Medium
Motivational factors	38	10	52	-	52	Low

Sources: Primary data collected from morale survey

Figure: 1 Favourable or Unfavourable Attitude towards the Factors

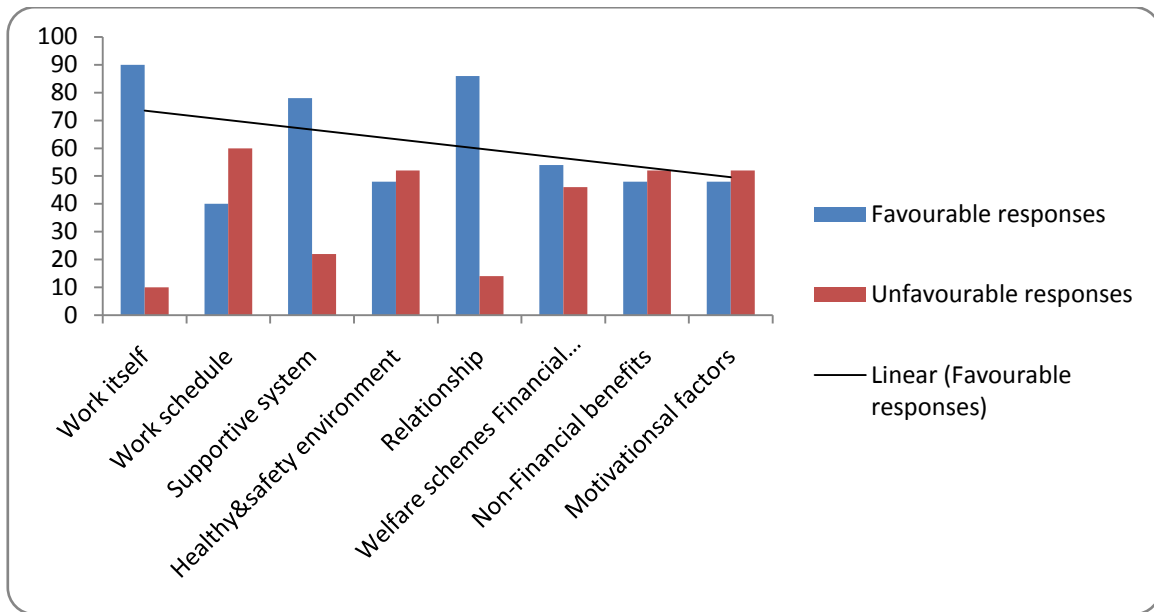


Table: 3 Morale Indicators Prevail in Working Environment of Public Road Transport Corporation by Observation Study:

SL. No.	(MI)/Observed Measures	SL. No.	(MI)/Observed Measures
1.	Overtime duty out of force	11.	Threaten able disciplinary actions.
2.	Monotony in work	12.	Less Immediate response to bus breakdowns
3.	Sudden bus route change	13.	Low Quality of workshops and training programs
4.	Poor maintenance of buses	14.	Fear on higher authority.
5.	No provision of quality uniform, slippers, tools(bags, pens, rags for cleaning the glass) & lunch	15.	Poor maintenance of records & reports in bus depots & admin Office
6.	Quarrels for bus timings in bus stands	16.	No advanced Computer assistance in admin works
7.	No proper provisions of Shelters, lockers & sleeping mats	17.	No sufficient space between two seats of admin staff
8.	Poor toilet, electronic, water facility in bus depots & head quarters	18.	No free unpolluted supportive talk among employees
9.	Less Leisure & lunch time in work	19.	Low rapport between sub ordinates & superiors
10.	No proper work shop assistance in bus stands.	20.	Poor maintenance of workshops in bus depots

Source: Primary data collected from observation study as Morale Indicators.

Table: 4 Personal Interview Responses about Impacts of Morale on Work Performance: The impacts of morale on performance can be identified and measured through certain behavioural changes or changes in regular working pattern in the work climate. The study was conducted among managers, supervisors both technical and traffic as personal interview with questionnaire includes certain behavioural aspects with the measurement scale of various levels as high, medium and low to the impacts of morale.

Sl. No.	Impacts of Morale on performance Levels	Responses in Percentage			Existence & Impact
		High	Medium	Low	
1.	Absent in work	25	40	35	Medium
2.	Quarrels with colleagues	20	30	50	Low
3.	Late to the work	15	45	40	Medium
4.	Feeling fatigue	65	25	10	High
5.	Proper check of tools and equipments	24	45	31	Medium
6.	Refuse to work in peak hours	33	42	25	Medium
7.	Aggressive arguments with superiors regarding work schedule and leave	25	35	40	Low
8.	Quarrels with private bus employees regarding bus timings in bus stands	50	33	17	High
9.	Quarrels with passengers and no proper stops in bus stops	25	35	40	Low
10.	Care of passengers in bus while travelling and poor income rate	28	42	30	Medium
11.	Achieving tasks 6.00 KMPL and Rs.35.00 EPKM daily.	40	35	25	High
12.	Good relationship with passengers and regular customers	45	35	20	High
13.	Informal relationship with co workers	35	30	35	Medium
14.	Proper intimation regarding break down to the office.	70	20	10	High
15.	Coming to bus stands on time	45	35	20	High
16.	Accepting peak hour work schedule enthusiastically	25	45	30	Medium
17.	Involving in strikes	45	25	30	High
18.	Group forming against management	25	35	40	Low
19.	Sharing to family members about everyday work experience and problems	50	25	25	High
20.	Avoiding accidents and wastages.	45	25	30	High

Source: Primary data collected from Personal Interview

Figure: 2 Impacts of Morale on Work Performance

