

Perceived Quality of Work Life (QWL) and Job Involvement among Employees of Selected Divisions of GSRTC

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Abstract: It is noteworthy that how employees perceive their working life and how much they are involved in work/job have always remained a major concern for any organization. Several studies have explored Quality of Work Life (QWL) and Job Involvement (JI) separately, but mostly in foreign context and it basically covers executive and managerial level employees only. It is found that studies highlighting the opinions of lower level employees are very rare. Further, it is established that very few studies have focused on QWL among the employees of Transportation Industry, and studies focusing on the relationship between QWL and JI are very rare. Specifically, none of them has been in any of the State Transport Undertakings (STUs) of Passenger Road Transportation System (PRTS) of India. Identifying this research gap, this doctoral research study analyzes the QWL and JI concerns of operative level employees (the Drivers, Conductors and the Mechanic staff) in one of the mostly privileged largest STUs of India – Gujarat State Road Transport Corporation (GSRTC). The Drivers, Conductors and the Mechanic staff are the real faces of STUs, as the passengers need to spend active journey time relying on their obligation only. Here, the Drivers and Conductors are the ones who directly come into contact with the passengers on daily basis and hence their behavior, attitude, courtesy, politeness, regularity and such other soft aspects become very important. Even the Mechanic Staff, who never come in face-to-face contact with the passengers, but they are the people who enable the duo of driver and conductor to serve the public better by ensuring timely maintenance, up-keeping of the buses, etc. needs to be recognized. So, this single largest cohort of STU needs to be motivated, dedicated, and involved in their jobs and thereby committed to STU's noble objective of providing safe, convenient and economical road transport services. But, the motivation, commitment, dedication and involvement depend on the Quality of Work Life (QWL) experienced by them at workplace. In this Research Study, adopting Cross-sectional Descriptive Research Design and

primary data was collected from 400 Drivers, Conductors, Driver-cum-Conductors and Mechanics of GSRTC and has been analyzed through cross-tabulation, chi-square test, one sample t-test and measures of correlation.

Contradicting the jaundiced popular misconception about non-managerial/operative level employees in India, this study highlights the welcome change in need priorities of operative level employees with greater importance being placed on higher order needs satisfaction. It is found that job-content related essential factors have emerged as the most important QWL components in contrast to the job-context related extrinsic factors. However, the study reveals that overall QWL and JI in GSRTC is just near to average and above average level respectively; requiring thorough attention and efforts.

Keywords: Gujarat state road transport corporation (GSRTC), Job involvement, Passenger road transportation system (PRTS), State transport undertaking (STU), Quality of work life (QWL).

I. INTRODUCTION

India's road passenger transport for short and medium distances is bus service oriented is mostly run by government owned state transport corporations and investment in Passenger Road Transport System (PRTS) is treated as a part of public provision of services whereby the key focus is on meeting the social obligation of an affordable, safe and reliable bus service to the country people. In India as per the Road Transport Corporation Act of 1950 it has enabled State and Central Governments to establish the Road Transport Corporations. Likewise the Motor Vehicles Act which was passed in 1950 was subsequently modified to make special provision for State Transport Undertakings (STUs). As a result it was found that that this Act was further amended in the year 1969 for promoting "State Monopoly" in passenger road transport services. Singh (2000) found that the PRTS in India is dominated by the publicly

owned STUs and has been organized in four forms which is illustrated in Fig. 1.

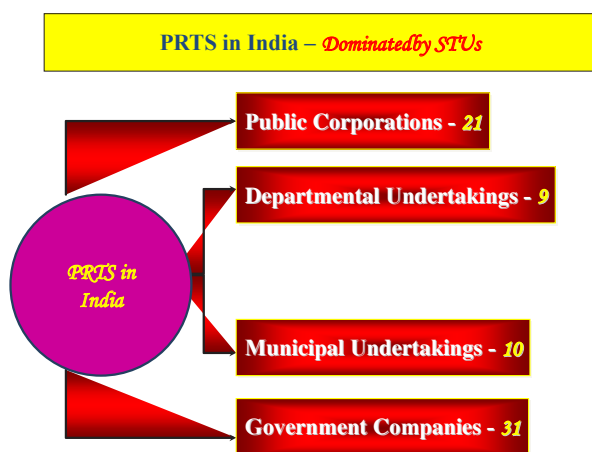


Fig. 1: PRTS in India – Dominated by STUs

These four types of set up basically fall under the broad category of State Transport Undertakings (STUs) which is shown in the Fig. 1. The figure clearly presents that in India there are 21 such Public Corporations constituted under the provisions of the Road Transport Corporation Act of 1950 and 31 undertakings are formed under the Indian Companies Act which was amended in 1956. Reports show that the Urban Transport is operated by 10 Local Municipal Councils, while the remaining 9 Undertakings function as part of the Government Departments.

Ironically, over a period of time, except the promising example of Tamil Nadu State, most of these STUs are subjected to criticisms due to heavy losses incurred by them every year (Thomas, 2000). On the part of these STUs, one major constraint is that the State Government controls the STU's fares as well as the most relevant aspects of their supply as provided in a study of Performance, Problems and Prospects of Govt. of India Report of 1982. But as a result of open, loud and frequent criticisms of inefficiency, these STUs are now under pressure to control their operational costs and improve productivity and as well justify their existence itself.

II. BACKGROUND OF GSRTC

Gujarat State Road Transport Corporation (GSRTC) is one of the country's largest State Transport Undertaking (STU) in India which is operating since 1st May, 1960. As the single largest State Government employer GSRTC employs 40,670 employees and covers over 2.8 million kilometers per day. It transports around 2.7 million passengers daily through 6850 sanctioned schedules every day operated on 15,000+ routes through 8000+ buses on road. GSRTC is functionally divided into 15 Divisions each headed by a Divisional Controller, followed by 125 Depots headed by respective Depot Managers which is depicted in the Operational Structure of GSRTC as shown in Table 1.

TABLE I: OPERATIONAL STRUCTURE OF GSRTC

Gujarat State Road Transport Corporation (GSRTC)					
CENTRAL OFFICE at Ahmedabad (Gujarat)					
15 Divisions: 11 Large + 4 Small					
125 Depots					
6850 Sanctioned Schedules (Trips) and 6607 Operating Schedules (Trips)					
Fleet of 8000+ Ultra Modern Buses					
39598 Employees in 15 Divisions					
Drivers: 14488	Conduc- tors: 15594	Driver- cum- Conduc- tors: 153	Mechan- ic Staff: 4958	Other Traffic Staff: 2784	Admin. Staff: 1621
1072 Employees in Central Units, viz., Central Office, Printing Press, Central Workshop and Tyre Retreading Plants					
40,670 Total Employees in GSRTC					

A. Source: Cumulative Costing and Operational Results of GSRTC - 2011-12

As depicted in the Table 1, the operative level occupies more than 85% of the total manpower strength of a typical STU in India. The level of job involvement certainly depends on the quality of work life experienced by them at the workplace. The present study is focused on assessing the perceived QWL and job involvement of the Class-III-operative staff of GSRTC. Study outlines that out of GSRTC's total staff strength of 40,670 it is estimated that the Drivers, Conductors, Driver-cum-Conductors and Mechanics occupy nearly 87% (35200). Their QWL and Job Involvement are the 'real on and off-the road soldiers' fighting for the glooming bottom line leading to economic wellbeing of GSRTC.

III. CONCEPTUAL FRAMEWORK OF QUALITY OF WORK LIFE (QWL)

Historically, the origin of the term "Quality of Work Life" is traced back to the early 1970s. In September 1972 about 60 experts from different parts of the world assembled at the Arden House, Columbia University in New York to share their experiences relating to work place democratization and formed the First Council for Quality of Working Life. Following this, Davis and Cherns in 1975 came up to define this term to describe job and organizational redesigning to achieve democracy at the work place.

A. The Present Research Study has Utilized Two Conceptual Perspectives of QWL

Carlson, J. Richard and J. Loy. Carlson, 1978, suggested that the term QWL can be studied and analyzed in the following three ways:

- as a movement;
- as a set of organizational interventions, and
- as a type of working life felt by employees.

This study utilizes the third perspective of QWL, that is, studying and analyzing QWL as a type of working life felt by employees of GSRTC. So, here, the main focus is on finding out what constitutes a QWL experience among the employees of GSRTC, and what is the availability of various QWL attributes at their work place.

IV. CONCEPTUAL FRAMEWORK OF JOB INVOLVEMENT (JI)

In simple sense, 'Job Involvement' (JI) is an indicator of how much an employee is involved in his/her job. Abstractly it is summed that job involvement is an employee's work related attitude which is reflected in his/her enthusiasm, zeal and interest in job. It is one of the primary job related attitudes in which organizations are showing increasing interest in the present days. Lodahl and Kenjer (1965), developed the most celebrated and widely used measure of job involvement, this primary work attitude which states that job involvement affects people for whom his/her job constitutes the most important portion of life. Thus, job involvement can be conceptualized as the degree to which a person identifies psychologically with his/her work or the importance of work in his total self-image.

V. RESEARCH METHODOLOGY

A. Research Problem Statement and Research Objectives

To resolve this research question, the following Research Objectives have been set:

a. Primary Objective

- To study the perceived QWL and job involvement among employees of GSRTC.

b. Secondary Objectives

- To study the present schemes/initiatives of GSRTC (if any) for improving QWL of its employees.
- To study the factors of importance for QWL of employees of GSRTC.
- To study the perceptions of employees regarding the availability of QWL attributes at the work place.
- To study the level of job involvement among the employees of GSRTC.
- To find out the association between demographic variables and the perceived QWL among these employees.
- To find out the association between demographic variables and level of job involvement among these employees.
- To study the association between perceived QWL and job involvement among the employees of GSRTC.

- To suggest actions steps/recommendations to improve the QWL and job involvement of employees of GSRTC.

B. Research Design

This study describes the opinions of GSRTC employees regarding various factors of importance for their QWL and its availability in GSRTC as well as their level of job involvement (Descriptive) at a specific point of time (Cross Sectional). Initial exploration stage involved in-depth interviews and discussions with key informants of GSRTC for understanding the working of STUs in general and GSRTC in particular, the present state of affairs, the concern areas, *etc.* This exploration helped the researcher in structuring the contents of the questionnaire by including the relevant issues.

C. Data Collection

a. Primary Data:

Primary Data have been collected from the Drivers, Conductors, Driver-cum-Conductors and Mechanic staff of GSRTC through Interview Schedule; framed in English as well as in local language (Gujarati). For framing relevant items of QWL, the 13 factors identified in the pioneering work of Saklani (2003) have been taken as a base; and given operational meaning by identifying real life practical indicators based on inputs of key informants during the in-depth interviews and discussions.

b. Secondary Data:

It was collected from the Libraries of IIM, Ahmedabad-Gujarat; Veer Narmad South Gujarat University, Surat-Gujarat; Department of HRD, VNSGU, Surat-Gujarat; and Asian School of Business Management and Bhubaneswar-Orissa. Extensive literature review of 742 Research Papers/Articles depicting the essence of relevant earlier studies in Indian and Foreign Context helped to understand the approach, methodology, findings and limitations of these studies. More importantly, it highlighted the research gap and paved the way for further research.

This study also involved secondary data from reports of STUs, GSRTC Central Office at Ahmedabad-Gujarat and the Central Institute of Road Transport, Pune-Maharashtra. The Annual Reports, Cumulative Costing Results and Cumulative Operational Results of GSRTC for the period of last 13 years – 1999-2000 (March, 2000) to 2011-2012 (March, 2012) have been analyzed to understand operational aspects of GSRTC like profit and loss situation, costing parameters, operational performance indicators, *etc.* The Road Transport Year Book of various years which is published by Transport Research Wing, Ministry of Road Transport & Highways, Government of India, have also been studied to understand the PRTS in India.

c. Sampling Design:

Quota sampling method of Non Probability Sampling is used for selecting sample size of 400 respondents - Drivers, Conductors,

Driver-cum-Conductors and Mechanics working in 16 depots of the selected 2 divisions of GSRTC - Nadiad and Bharuch divisions, as shown in Table 2.

TABLE II: NO. OF RESPONDENTS IN SELECTED DIVISIONS OF GSRTC

Selected Division	Drivers	Conductors	Driver-cum-Conductors	Mechanics	TOTAL
Nadiad – Largest Division (11 Depots and the highest-673 sanctioned schedules)	110	110	06	50	276
Bharuch – Smallest Division (5 Depots and the least-247 sanctioned schedules)	40	40	04	40	124
TOTAL	150	150	10	90	400

VI. DATA ANALYSIS AND MAJOR FINDINGS

The collected data have been analyzed through cross-tabulation, chi-square test, one sample t-test and measures of correlation and the output was interpreted to address the objectives of this study. From this, the major findings emerged as follows:

A. Constituents of QWL among the Employees of GSRTC

Table 3 provides interesting insights into the importance of various QWL Components for the Class-III-Operative level employees of GSRTC. Amazingly, out of these 4 Most Important QWL Components, 3 components are typically

linked to the higher order needs of the employees. This is in sharp contradiction to the popularly held stereotype about the nature and mentality of typical Indian employees, particularly the non-managerial employees at lower levels; that satisfaction of lower needs is of paramount importance to them. This study conclusively proves that the employees at lower levels need not be thinking in terms of satisfying only their material or physiological or financial needs all the time. The time has changed. Even employees at lower levels of the organizational hierarchy looks for satisfying their higher order needs like Esteem (Ego) Needs, Growth Needs, and Actualization Needs. Interestingly, these 4 Most Important QWL Components are ‘intrinsic’ in nature, i.e., they are allied to ‘job content’ and are psychological in nature.

TABLE III: IMPORTANCE OF 13 QWL COMPONENTS IN DESCENDING RANK ORDER

13 QWL Components	Preferred by (N = 400)		Priority Rank Order	Overall Importance
	Number	% Score		
Participation in Decision Making	399	99.75%	1	Most Important
Opportunity for Continued Growth	393	98.25%	2	
Reward and Penalty System	360	90.00%	3	
Opportunity to Use & Develop Human Capacity	314	78.5%	4	
Adequate and Fair Compensation	270	67.50%	5	Very Important
Equity, Justice and Grievance Handling	219	54.75%	6	Important
Human Relations & Social Aspect of Work Life	201	50.25%	7	
Fringe Benefits & Employee Welfare Measures	172	43.00%	8	
Work Load	168	42.00%	9	
Safe and Healthy Work Environment	136	34.00%	10	Moderately Important
Work and Total Life Space	75	18.75%	11	Not Important
Image of Organization in the Society	53	13.25%	12	
Job Security	40	10.00%	13	

***Overall Importance Decision Rule**

- % Score of above 70% = Most Important Component (Here, 4 Components)
- % Score of above 55% to 70% = Very Important Component (Here, 1 Component)
- % Score of above 40% to 55% = Important Component (Here, 4 Components)
- % Score of above 25% to 40% = Moderately Important Component (Here, 1 Component)
- % Score of below 25% = Not Important Component (Here, 3 Components)

B. Availability of QWL among the Employees of GSRTC

Based on One Sample t-test at 0.05 Significance Level with Test Value 4 (Poor), Table 4 reveals that the overall status of

QWL in GSRTC is near to the average standard as indicated by the score of 3.02 on a Five-point scale (where 1 = Excellent, 2 = Good, 3 = Average, 4 = Poor, 5 = Unsatisfactory). Component-wise also, none of the 13 components portrays excellent QWL. So, it is far away from the ideal position.

TABLE IV: EXISTING LEVEL OF OWL (OVERALL AS WELL AS COMPONENT-WISE) IN GSRTC

QWL Components	Mean Value (N = 400)	S. D.	Std. Error Mean	Mean Difference	t-value	Sig. (2-tailed)
Adequate and Fair Compensation	3.27	0.96	0.04	-0.72	-14.99	0.000
Fringe Benefits & Employee Welfare Measures	3.43	0.96	0.04	-0.56	-11.59	0.000
Job Security	2.49	1.08	0.05	-1.50	-27.89	0.000
Safe and Healthy Work Environment	3.45	1.11	0.05	-0.54	-9.803	0.000
Work Load	2.95	0.99	0.04	-1.04	-20.97	0.000
Opportunity to Use and Develop Human Capacity	2.67	0.85	0.04	-1.32	-31.08	0.000
Opportunity for Continued Growth	3.06	0.85	0.04	-0.93	-21.92	0.000
Human Relations and Social Aspect of Work Life	3.03	0.87	0.04	-0.96	-22.24	0.000
Participation in Decision Making	3.26	1.18	0.05	-0.73	-12.36	0.000
Reward and Penalty System	2.89	1.10	0.05	-1.10	-19.96	0.000
Equity, Justice and Grievance Handling	3.48	1.08	0.05	-0.51	-9.47	0.000
Work and Total Life Space	3.09	0.91	0.04	-0.90	-19.75	0.000
Image of Organization in the Society	2.38	0.74	0.03	-1.61	-43.62	0.000
Overall QWL	3.02	0.68	0.03	-0.98	-28.79	0.000

The 2 components indicating near to “Good” existence QWL include Job Security (Mean Score 2.49) and Image of Organization

in the Society (Mean Score 2.38). Being a Government Organization, Job Security is certainly going to be there and the employees need not to worry about losing their jobs on flimsy grounds. Further, these employees perceive GSRTC to be ethically and socially responsible and therefore commanding good image in the society. This may be due to the fact that the employment practices of GSRTC are fair and unbiased. Further, GSRTC has been granting various concessions to students, disabled, freedom fighters, *etc.*, which positions it as a “Socially Concerned Organization”; which may also be a strong reason for perceiving the near to good image of GSRTC in Society. Amazingly, this image of organization in the society has emerged as the highest contributing component (Mean Score 2.38) to the overall QWL.

The 3 components indicating “Above Average” existence of QWL include Work Load (Mean Score 2.95), Opportunity to Use and Develop Human Capacity (Mean Score 2.67), and Reward and Penalty System (Mean Score 2.89). Only “Above Average” state of QWL on Reward and Penalty Administration System component is perhaps better explained by the prevailing cultural milieu in India, especially in the bureaucratic setup. Rewarding the flatterers and those with right contacts at the cost of merit, efficiency, discipline and good conduct is the order of the day. In GSRTC, the employees in very high proportion reported that employees having union contacts, or those who are union office bearers, are the ones enjoying all the undue favors, at the cost of meritorious ones. Added to this, contrary

to popular misconception that GSRTC, being a Government organization, it must be overstaffed; in reality, GSRTC is an under staffed organization. The ‘real revenue generators’ – the Drivers, Conductors and Mechanic staff are always in shortage. This coupled with indifference to streamline the jobs demanding attention, increases workload and becomes a major source of stress to employees. This also impinges on their ability to discharge family and other social obligations and pursue other life interests and hobbies due to pressures of doing ‘double’ duties, working in odd hours, compulsory overtime, *etc.*; which is probably the reason behind lower existence of Work Load component of QWL in GSRTC. Ironically, the availability of one of the very crucial component, that is, Opportunity to Use and Develop Human Capacity (Mean Score 2.67) is also reported only “Above Average”.

The other 3 components indicating “Average” existence of QWL include Opportunity for Continued Growth (Mean Score 3.06), Human Relations and Social Aspects of Work Life (Mean Score 3.03), and Work and Total Life Space (Mean Score 3.09). This indicates that GSRTC has failed to devise mechanism to enhance these vital components of QWL having long-term implications on the health, feelings and emotions of employees; and consequently on the health of organizations. In the state of lower existence of these components, the working climate at GSRTC is usually characterized by mutual distrust. Employees do not see their peers and seniors as a source of socio-emotional support; which is considered to be of paramount importance

by Mayo (1960) for improving organizational efficiency and effectiveness. A working climate filled with suspicion, ‘leg pulling tendencies’, distrust, *etc.* ultimately kills the charm associated with one’s working life. Heavy dependence on bureaucratic channels of communication and status differentials emanating from the organizational hierarchy add to the problem. Further, except the Mechanic staff, these employees have odd duty hours. So, a very vital component of one’s QWL, i.e., Work and Total Life Space (Mean Score 3.09) is also with “Average” existence. Even the existence of Opportunity for Continued Growth is reported “Average” only.

The real concern areas are the “Below Average” existence of 5 components of QWL viz. Adequate and Fair Compensation (Mean Score 3.27), Fringe Benefits and Employee Welfare Measures (Mean Score 3.43), Safe and Healthy Work Environment (Mean Score 3.45), Participation in Decision Making (Mean Score 3.26), and Equity, Justice and Grievance Handling (Mean Score 3.48) components.

The important lower order need satisfiers like Adequate and Fair Compensation, Fringe Benefits and Employee Welfare Measures, and Safe and Healthy Work Environment are also reported “Below Average”. Added to this, with “Below Average” – much less than desirable existence of the crucial component of Equity, Justice and Grievance Handling (Mean Score 3.48); the working culture in GSRTC encourages the culture of unionism. In absence of open, non-threatening mechanism to ventilate out their feelings or to express inequity/injustice/grievance; it is likely that these lower level employees resort to unions for solving their issues.

Ironically, “Below Average” existence of the Participation in Decision Making component (Mean Score 3.26) is indicative of limited scope for employee involvement.

So, it appear that the Class-III-Operative level employees of GSRTC are not having “Good” or appreciable QWL condition.

Table 5 highlights the gap between the importance and existence of QWL components in GSRTC.

TABLE V: GAP BETWEEN IMPORTANCE AND EXISTENCE OF OWL COMPONENTS IN GSRTC

13 QWL Components	Preferred by (N = 400)		Reported Existence by (N = 400)		Difference
	% Score	Priority Rank Order	Mean Value	Existence Rank Order	
Participation in Decision Making	99.75%	1	3.26	9	-8
Opportunity for Continued Growth	98.25%	2	3.06	7	-5
Reward and Penalty System	90.00%	3	2.89	4	-1
Opportunity to Use and Develop Human Capacity	78.50%	4	2.67	3	+1
Adequate and Fair Compensation	67.50%	5	3.27	10	-5
Equity, Justice and Grievance Handling	54.75%	6	3.48	13	-7
Human Relations and Social Aspect of Work Life	50.25%	7	3.03	6	+1
Fringe Benefits & Employee Welfare Measures	43.00%	8	3.43	11	-3
Work Load	42.00%	9	2.95	5	+4
Safe and Healthy Work Environment	34.00%	10	3.45	12	-2
Work and Total Life Space	18.75%	11	3.09	8	+3
Image of Organization in the Society	13.25%	12	2.38	1	+11
Job Security	10.00%	13	2.49	2	+11

Table 5 reveals that the importance of 7 components out of 13 QWL components is more than their existence in GSRTC. Out of these 7 components of QWL, 4 are typically the “Job Context” factors, allied to lower order needs of the employees – they are Adequate and Fair Compensation, Fringe Benefits and Employee Welfare Measures, Safe and Healthy Work Environment, and Reward and Penalty System.

But, a major concern area is the other 3 components of QWL namely Opportunity for Continued Growth (Existence lagging behind by 5 ranks than Importance), Participation in Decision Making (Existence lagging behind by 8 ranks than Importance), and Equity, Justice and Grievance Handling (Existence lagging

behind by 7 ranks than Importance). These 3 components are typically the “Job Content” factors, allied to higher order needs of the employees. Ironical to note is that these 3 components have emerged as the most relevant components, as indicated by the magnitude/size of negative gap between their importance and existence. This clearly means that the Class-III-Operative level employees of GSRTC certainly place high value on the satisfaction of higher order needs as the most important 3 components are related to their higher order needs.

The most relevant QWL component is found to be Participation in Decision Making, which is lagging behind its importance by 8 ranks – the highest negative difference. Ironically, it has

emerged as the “Most Important QWL Component” (preferred by 99.75% employees) and ranked as No. 1. But, its existence is at No. 9 with a mean score 3.26 (Below Average).

C. Existing Level of Job Involvement among the Employees of GSRTC

Based on *One Sample t-test at 0.05 Significance Level with Test Value 4 (Low)*, Table 6 reveal that the overall status of

job involvement level among the Class-III-Operative level employees of GSRTC is just above average level as indicated by the mean score of 2.43 on a Five-point scale (*where 1 = Very High, 2 = High, 3 = Average, 4 = Low, 5 = Very Low*). Dimension-wise also, the scenario is not very encouraging. Out of total 22 dimensions, only 1 dimension is indicating “High” Job Involvement, 10 dimensions are very near to the position of “High” Job Involvement, while the remaining 11 dimensions are indicating “Above Average” Job Involvement. So, it is far away from the ideal position.

TABLE VI: EXISTING LEVEL OF JOB INVOLVEMENT OF EMPLOYEES IN GSRTC

Job Involvement Parameters	Mean Value (N = 400)	S. D.	Std. Error Mean	Mean Difference	t-value	Sig. (2-tailed)
Readiness for Overtime without Pay	2.58	1.387	0.069	-1.420	-20.478	0.000
Measuring Person based on Job Done	2.21	1.070	0.054	-1.795	-33.538	0.000
Major Satisfaction from Job	2.51	1.323	0.066	-1.490	-22.531	0.000
Excited Morning for Work	2.65	1.443	0.072	-1.350	-18.709	0.000
Little Early for Work	2.46	1.303	0.065	-1.543	-23.679	0.000
Work the Most Important Thing	2.14	1.104	0.055	-1.860	-33.701	0.000
Perfectionist about Work	1.90	.998	0.050	-2.105	-42.175	0.000
Depressed with Failure at Work	2.30	1.038	0.052	-1.703	-32.815	0.000
Work is Everything	2.39	1.478	0.074	-1.608	-21.755	0.000
Continue Job Even If Don't Need Money	2.37	1.248	0.062	-1.632	-26.172	0.000
Keep on Thinking about Unresolved Problems	2.42	1.332	0.067	-1.578	-23.692	0.000
Personally Involved	2.21	1.257	0.063	-1.788	-28.430	0.000
Eagerness to Accept Extra Duties	2.66	1.597	0.080	-1.340	-16.780	0.000
Love Everything about Job	2.66	1.449	0.072	-1.338	-18.464	0.000
Best Relaxation is Work	2.39	1.063	0.053	-1.612	-30.336	0.000
Enjoy Work Activities	2.32	1.112	0.056	-1.678	-30.170	0.000
Kicking Myself for Mistakes in Work	2.71	1.309	0.065	-1.295	-19.793	0.000
Work the Top Priority	2.49	1.478	0.074	-1.513	-20.463	0.000
Rarely Think of Anything Else	2.25	1.224	0.061	-1.748	-28.560	0.000
Ready to Give Up Important Thing for Work	2.83	1.549	0.077	-1.172	-15.141	0.000
Frequent Checking for Completing Work	2.57	1.161	0.058	-1.428	-24.589	0.000
Staying Away from Distractions	2.35	1.290	0.065	-1.655	-25.651	0.000
Overall JI	2.43	0.910	0.040	-1.57	-34.51	0.000

D. Impact of Demographic Variables on Perceived QWL and Job Involvement

The findings of *Cross Tabulation and Chi-Square Test performed at 0.05 Significance Level* are as follows:

Family Income of the Employees is not a key differentiator in their job involvement level as well as perceived QWL. This is contrary to popular belief that those who have higher income may be less involved in their jobs, as for them, the job income is not the only source of earning their livelihood.

Similarly, *Designation of the Respondents* has no significant relationship with Job Involvement. But, the perceived QWL lowers as we move from Mechanic to Conductor to Driver may be due to drastic variations in working conditions, working hours, etc.

Age of the Respondents and their job involvement are found to be related in a way that higher the age, higher would be the Job Involvement of the employees. This may be due to the fact that with growing age, maturity develops. Aged employees develop stable, more realistic expectations from

their job and organization compared to the young staff with a lot of expectations, some of which may be very rosy also. Further, with growing age, with increasing responsibility on the family side, remaining and progressing in the job becomes a major concern area for the employee, and this may possibly acts as a pressure factor for the employee to have higher job involvement. But, surprisingly, higher the age, higher would be the perceived QWL.

Experience of the Respondents and their job involvement are found to be related in a way that employees with more experience have higher JI and those with relatively less experience report lower JI. This may be due to the fact that with more experience, a sort of emotional attachment develops with the organization. Further, with more experience, even the confidence, competency, expertise, familiarity, *etc.* with one's job, job content and job context increases; which may possibly lead to higher JI. But, surprisingly, employees with more experience perceive lower QWL; may be due to the fact that with long tenure, these employees might have noticed the difference between the 'espoused values' and 'practiced values'.

Education Level of the Respondents and their job involvement are found to be related in a way that employees with higher qualification have higher JI; possibly due to the fact that with higher qualification, employee becomes more aware, sincere, and able to understand and appreciate the importance of job and work. But, surprisingly, employees with more education perceive lower QWL; may be due to increased awareness and expectations from the workplace; leading to increased dissatisfaction on non-fulfillment.

Association between Perceived QWL and Job Involvement

Measures of Correlation suggests a linear positive association between perceived QWL and JI among the employees of GSRTC.

VII. CONCLUDING REMARKS

This study reveals that the present status of qualitative aspects of work life QWL as well as the overall Job Involvement of Class-III-operative staff (Drivers, Conductors, Driver-cum-Conductors and Mechanic) of GSRTC *are far away from the ideal state*. However, this study throws away and contradicts the jaundiced yet popular stereotype about the nature and mentality of typical Indian employees, particularly the non-managerial employees at lower levels; that satisfaction of lower needs is of paramount importance to them. The study conclusively proves that the employees at lower levels need not be thinking in terms of satisfying only their material or physiological or financial needs all the time. The time has changed. But, a lot needs to be done to foster better QWL and improve the job involvement of these employees. So, well-planned and systematic efforts, with a long-term perspective, must be made to foster better QWL and higher level of job involvement among these employees of GSRTC in particular, and other STUs in India in general. The given recommendations, if implemented in the right spirit,

will certainly help GSRTC to foster better QWL for these employees; and thereby improve the overall efficiency and effectiveness of GSRTC through higher job involvement.

VIII. RECOMMENDATIONS – THE ROAD AHEAD

A. Acknowledgement of the Welcome Change – Transformation of Heart on the Part of Higher Officials

The higher ups of GSRTC need to acknowledge the promising and positive finding that with changing times, these employees' mindset have undergone a change, and the Drivers, Conductors, Driver-cum-Conductors and Mechanics of GSRTC increasingly look for satisfying their higher order needs like Esteem (Ego) needs, Growth needs, Actualization needs *etc.* So, gone are the days when the higher level officials (typically termed as "AdhikariVarg" by these employees) used to talk in rough abusive language with these employees. They want to be respected, to be seen as an important person making meaningful contribution to the ST Nigam and above all should be treated with human dignity. So, the superior-subordinate relationships need to be made more harmonious. For this, a complete transformation of heart, in the real spirit, is required on the part of the higher cadre employees – the Adhikaris. If required, they should be trained. If required, they should be given clear instructions in this regard.

B. Participative Decision Making

High relevance of Participation in Decision Making component can be gauged not only from its 1st Rank but also from the suggestions of the employees that they know the roads, buses' conditions, passengers' mentality, route potential, route traffic pattern, *etc.*; and therefore, the "Adhikaris" (the higher level officials – the decision making authorities) should consult them, involve them, take their opinions/suggestion before initiating/ implementing any new scheme. These employees even commented that the higher level officials keep on introducing new schemes by sitting in their AC cabins, without consulting us; and consequently most of these schemes do not get sounding success. So, participative/collaborative bodies should be formed at the Depot level as well as Division level, but must be in the right spirit, on voluntary basis; through which these employees can be involved in the decision making process at various levels. For this, the higher level officials must come out of their Theory-X mentality and encourage participation of these employees. Even, suggestion box scheme can also be initiated. Prior to that, these employees need to be trained about how to give constructive suggestions, how to participate, *etc.*; so that there would be participation in its real sense.

C. Applying the Hot Stove Rule

Efficient administration of a system enforcing discipline strictly is probably of high relevance as the employees strongly feel

that the disciplinary norms and other regulations are not equally followed for all. So, such biasness or prejudices in favor of some people should be strictly removed. Dress Code, Attendance, Punctuality, Leave Rules and associated approvals, *etc.* should be enforced uniformly.

D. Initiating Quality Circles

GSRTC may think of initiating “Quality Circles” on experiment basis at the Depot and Division level. Successful application of QCs in Transportation Sector has been reported to generate promising gains like improved employee relations, cordinal and healthy superior-subordinate relationships, better working environment, organizational image building, participative decision making, *etc.*

E. Effective and Timely HRP

Burden of excessive work load in terms of doing double duty, staying at work beyond stipulated work hours, *etc.* is due to under staffed manpower position of GSRTC. So, systematic Manpower Planning Process must be initiated by GSRTC to ensure the availability of the right number and right types of people at the right places to perform the right duties, and thereby relieving these employees of the unnecessary burden of additional duties.

F. Managing the Lower Order Needs Satisfaction Perceptions

The existence of lower order need satisfying QWL components like Adequate and Fair Compensation, Fringe Benefits and Employee Welfare Measures, and Safe and Healthy Work Environment are also found “Below Average”. If the management feels that this is misperception, they must make them understand how hard GSRTC has been trying to provide them the best compensation, fringe benefits and welfare measures as well as the safest working conditions. But, if the situation is really alarming one, GSRTC must immediately take appropriate steps to improve these dimensions. This will certainly reduce the pro-union attitude among the employees, and consequently the hassles of unions.

G. Establishing Efficient Grievance Handling Mechanism

Further, “Below Average” – much less than desirable existence of the crucial component of Equity, Justice and Grievance Handling (Mean Score 3.48), indicates that the basic constitutional rights are not respected in GSRTC. It also reflects that the GSRTC itself encourages the culture of unionism. In absence of open, non-threatening mechanism to ventilate out their feelings or to express inequity/injustice/grievance; it is likely that these

lower level employees resort to unions for solving their issues. Long term and very strong visible existence of three powerful unions in GSRTC is certainly indicative of this. Further, if this component of Equity, Justice and Grievance Handling is not taken care of, it may lead to severe consequences, as the employees will ventilate accumulated ill feelings somewhere, may be on passengers with odd behaviour, may be through rash driving, may be by damaging organizational property, or may be by developing detached/unconcerned attitude towards GSRTC. So, a clear, concise, unambiguous, prompt, open and employee friendly grievance handling system must be initiated at the earliest.

H. Improving Social Relevance of Job Environment

Social get-togethers should be organized to involve the family members of these employees, as many employees have indicated complete absence and the high felt need of having such initiatives. This will certainly improve the social relevance of their job environment. This will improve the sense of belongingness and emotional attachment of these employees with GSRTC, with their jobs as well as their co-workers.

I. Regular Value Addition

Opportunity for Continued Growth and Opportunity to Use and Develop Human Capacities are also found problematic in case of these employees. So, regular training programmes, not necessarily on technical areas, may be organized, wherein eventually these employees may be invited with their family members. Even, the superiors should immediately start career counseling, may not be in formal terms, but at least informally, at departmental levels; so that the employees feel a sense of value-addition. This will further improve superior-subordinate relationships, as they may start viewing their superiors as ‘coach-mentor-counselor’ instead of typical ‘judge-evaluator’.

J. Performance Linked Pay or Incentives

Further, performance linked pay or at least additional rewards/incentives for superior performance can be initiated. In absence of such incentives, these employees have developed an impersonal detached view. They are not inclined to achieve benchmark results in terms of increased route income, reduced accident and breakdown rates, higher KMPL (Kilo Meter Per Liter), higher EPKM (Earning Per Kilo Meter), lower CPKM (Cost Per Kilo Meter) *etc.* So, appropriate scheme for rewarding their efforts with monetary incentives must be initiated.

K. Sound System of Performance Appraisal

Lower JI may be attributed to absence of clear, unambiguous system to appraise the performance of these employees. In

absence of such a sound system of Performance Appraisal, who contributed what and how much remains a mystery and this leads to a situation wherein no one is really interested in putting superior efforts. Everyone's job becomes no one's job.

L. Unbiased / Impartial Resource Allocation

Feelings related to undue favor to some employees in terms of putting them on the choicest routes and places only, that too with excellent condition buses and work environment should be overcome with a transparent, unbiased, rotating scheme / system of route and bus allocation as well as posting and transfer.

M. Ensuring Availability of Working Aids / Instruments

The Mechanic Staff in GSRTC is particularly facing the issue of shortage of raw materials, latest and good condition equipment's to carry out timely and effective repair work; so the higher level officials at the Depot and Division level should take care of this crucial issue.

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