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## Analysis of employee satisfaction in KSRTC

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### ABSTRACT

Employees are real assets for any organization because humans are livable persons which machines and others can't understand. Employee satisfaction is the terminology used to describe whether the employees are happy and fulfilling their needs and wants at work. Happy and satisfied employees are the assets of any organization. Employee satisfaction is a broad term used by HR industry to describe how satisfied the employees are with elements like their job, their experience, and the organization they work for. It is one of the key metrics that can help determine the overall health of the organization, which is why many organizations employ regular surveys to measure employee satisfaction and track satisfaction trends over a period of time. A high satisfaction level indicates that employees are happy with their job.

**Keywords**— Employee satisfaction, Satisfaction level, HR industry, High satisfaction level

### 1. INTRODUCTION

The economic growth of a developing country like India depends on the new line development of adequate speedy, economic and efficient transport. In any country transport plays an important role to develop economic growth such as railways, roadways, airways, water transportation etc. The bus transportation is the primary mode of transportation in urban areas. Sincerity arising from the satisfaction and loyalty of employees is a deciding factor for the achievement of any remarkable success of any private or public sector undertakings. This study tries to understand the employee satisfaction of KSRTC. To know the level of employee satisfaction we have prepared questionnaires and collected data from four types of employees who are working in KSRTC. They are regular drivers, regular conductors, empanel drivers and empanel conductors. Here we probe the satisfaction level of the employees of KSRTC. For that we have analyzed the following areas such as 1. Employment in KSRTC, Salary system, Double duty system, Pension system in KSRTC, Management efficiency, Trade union influence, Current working time, Increasing running kilometer, Welfare measures, Disciplinary action, Promotion policy, Relation with passengers, Road condition and Relation with co-workers.

#### 1.1 Employment in KSRTC

This is to find out how happy and proud the employees are with KSRTC.

**Table 1: Employee satisfaction regarding working with KSRTC**

	Empanel Driver		Regular Driver		Empanel Conductor		Regular Conductor	
	No	%	No	%	No	%	No	%
<b>Satisfied</b>	76	68.47	262	86.75	156	82.54	303	87.07
<b>Dis satisfied</b>	35	31.53	40	13.25	33	17.46	45	12.93
<b>Total</b>	111	100	302	100	189	100	348	100

(Source: Primary Data)

#### Interpretation

From the above table it is clear that regular drivers, empanel conductors and regular conductors are satisfied with corporation. But empanel drivers are not much satisfied as others as shown in figure 1.

#### 1.2 Salary system

This again is to ensure how satisfied the employees are with the salary they get.

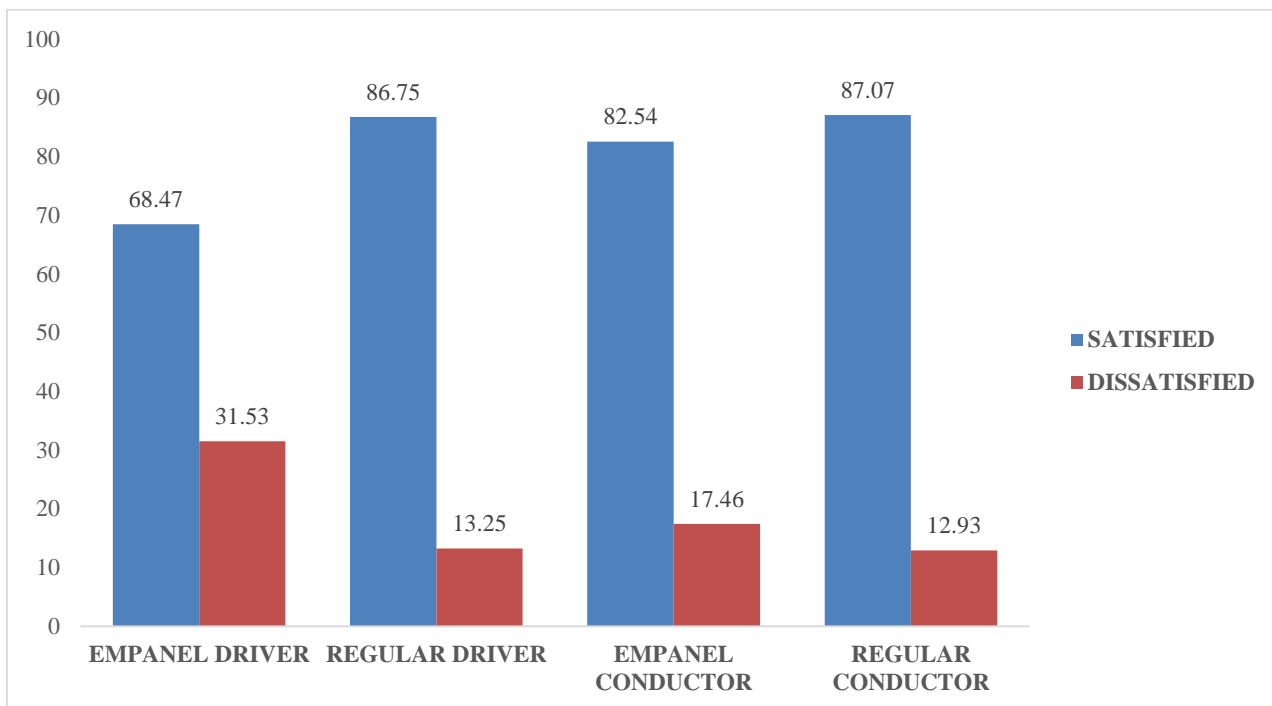
**Table 2: Employee satisfaction regarding salary system in KSRTC**

	Empanel Driver		Regular Driver		Empanel Conductor		Regular Conductor	
	No	%	No	%	No	%	No	%
<b>Satisfied</b>	83	74.77	237	78.48	117	61.90	249	71.55
<b>Dis satisfied</b>	28	25.23	65	21.52	72	38.10	99	28.45
<b>Total</b>	111	100	302	100	189	100	348	100

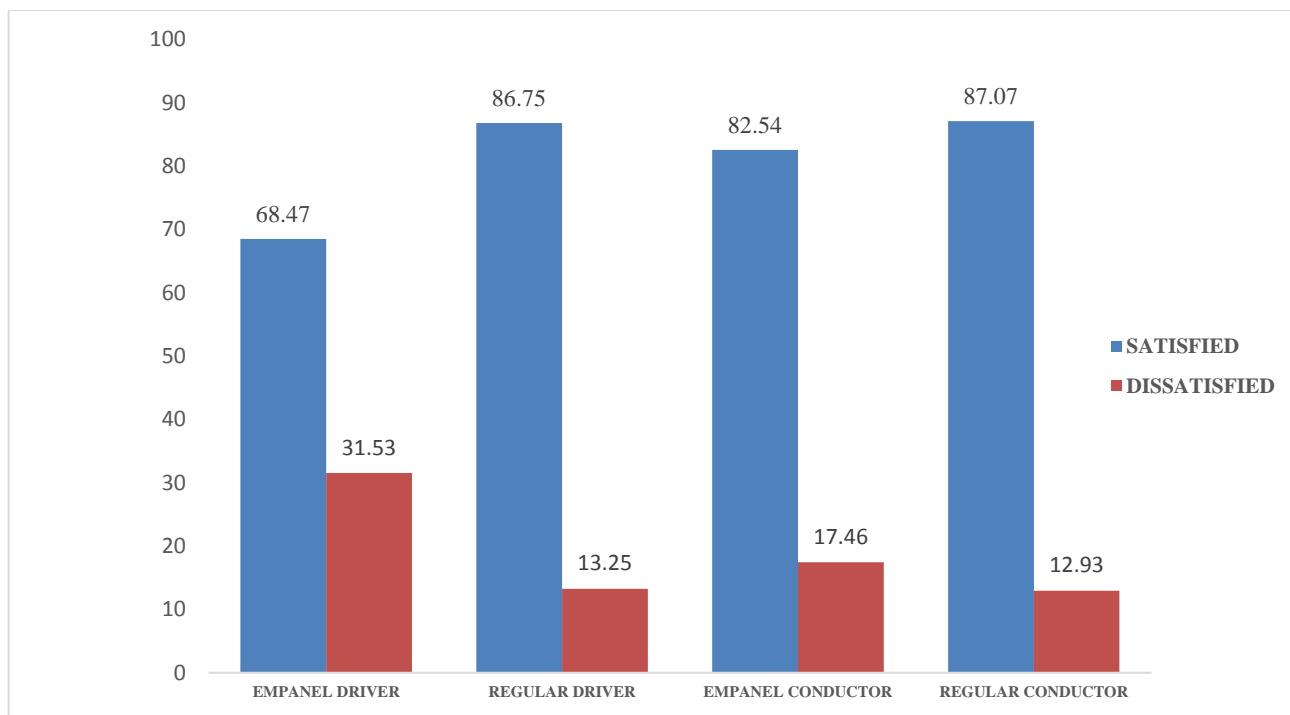
(Source: Primary Data)

**Interpretation**

From the above table it is obvious that 74.77% of empanel drivers and 78.48% of regular drivers are satisfied with the salary system in KSRTC and 61.9% of empanel conductors and 71.55% of regular conductors are also satisfied as shown in figure 2.



**Fig. 1: Employee satisfaction regarding working with KSRTC**



**Fig. 2: Employee satisfaction regarding salary system in KSRTC**

**1.3 Double duty system**

We have analyzed this system to confirm the satisfaction of the employees with it.

**Table 3: Employee satisfaction regarding double duty system in KSRTC**

	Empanel Driver		Regular Driver		Empanel Conductor		Regular Conductor	
	No	%	No	%	No	%	No	%
<b>Satisfied</b>	99	89.19	281	93.05	166	87.83	328	94.25
<b>Dis satisfied</b>	12	10.81	21	6.95	23	12.17	20	5.75
<b>Total</b>	111	100	302	100	189	100	348	100

(Source: Primary Data)

**Interpretation**

From the above table it is clear that the regular employees like to have double duty more than empanel employees.

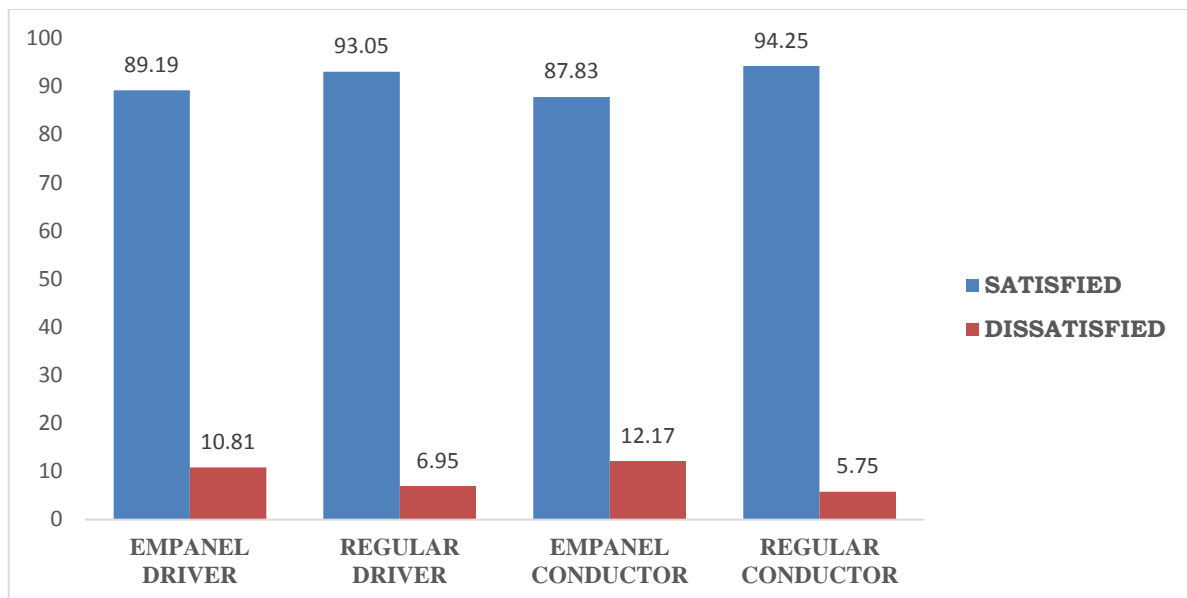


Fig. 3: Employee satisfaction regarding double duty system in KSRTC

### 1.4 Pension system in KSRTC

This is to show the level of satisfaction of the employees have with the present mode and amount of pension they enjoy

Table 4: Employee satisfaction regarding pension system in KSRTC

	Empanel Driver		Regular Driver		Empanel Conductor		Regular Conductor	
	No	%	No	%	No	%	No	%
<b>Satisfied</b>	41	36.94	109	36.09	69	36.51	136	39.08
<b>Dis satisfied</b>	70	63.06	193	63.91	120	63.49	212	60.02
<b>Total</b>	111	100	302	100	189	100	348	100

(Source: Primary Data)

### Interpretation

From the above table it is clear that both empanel and regular employees are dissatisfied with pension system followed by KSRTC.

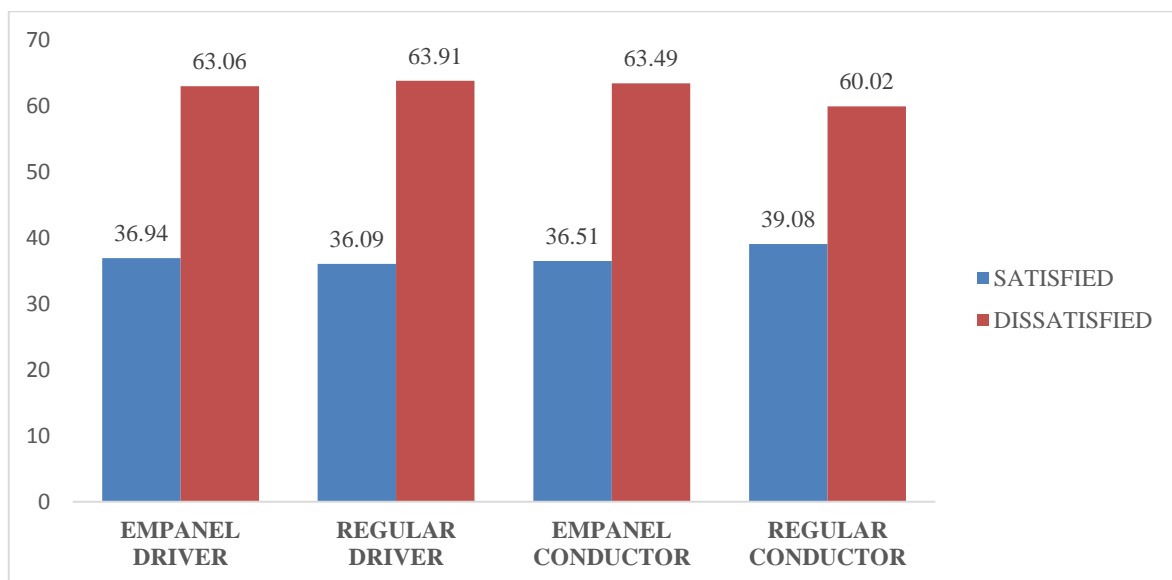


Fig. 4: Employee satisfaction regarding pension system in KSRTC

### 1.5 Management efficiency in KSRTC

Hence the employees have expressed their views on whether the management is sufficiently efficient.

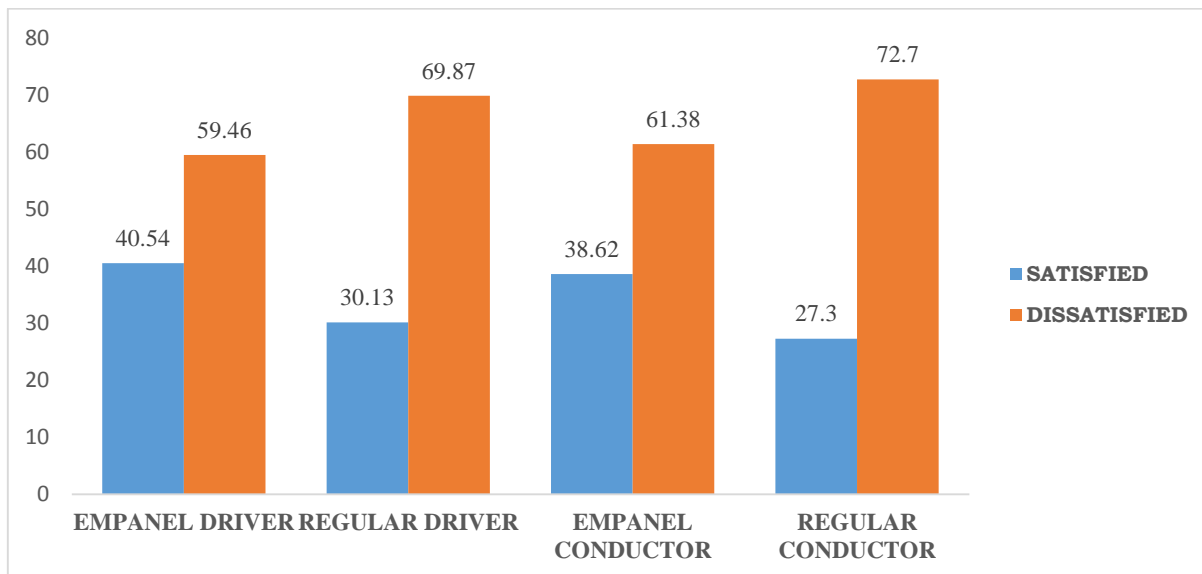
Table 5: Employee satisfaction regarding management efficiency KSRTC

	Empanel Driver		Regular Driver		Empanel Conductor		Regular Conductor	
	No	%	No	%	No	%	No	%
<b>Satisfied</b>	45	40.54	91	30.13	73	38.62	95	27.30
<b>Dis satisfied</b>	66	59.46	211	69.87	116	61.38	253	72.70
<b>Total</b>	111	100	302	100	189	100	348	100

(Source: Primary Data)

**Interpretation**

From the above table it is obvious that above 50% of regular and empanel employees have doubts in the efficiency of the management.



**Fig. 5: Employee satisfaction regarding management efficiency in KSRTC**

**1.6 Trade union influence**

The present interference of the trade unions is critically viewed by the employees.

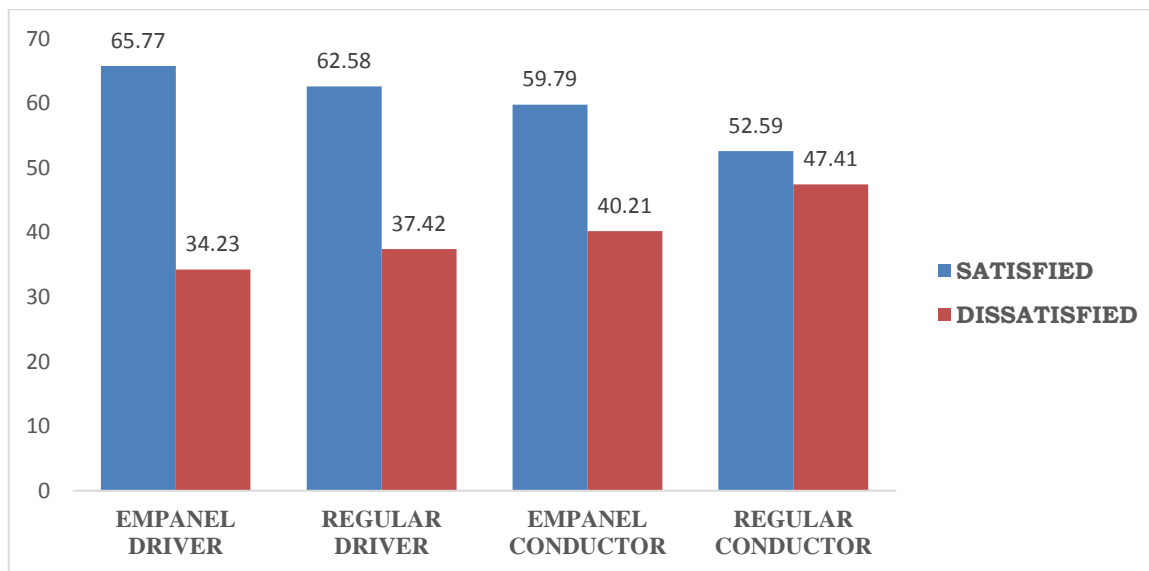
**Table 6: Employee satisfaction regarding trade union influence in KSRTC**

	Empanel Driver		Regular Driver		Empanel Conductor		Regular Conductor	
	No	%	No	%	No	%	No	%
<b>Satisfied</b>	73	65.77	189	62.58	113	59.79	183	52.59
<b>Dis satisfied</b>	38	34.23	113	37.42	76	40.21	165	47.41
<b>Total</b>	111	100	302	100	189	100	348	100

(Source: Primary Data)

**Interpretation**

From the table it is clear that some of the employees are not happy with the undue influence of the trade unions.



**Fig. 6: Employee satisfaction regarding trade union influence in KSRTC**

**1.7 Current working time**

This is to find out whether the employees are happy with working hours allotted.

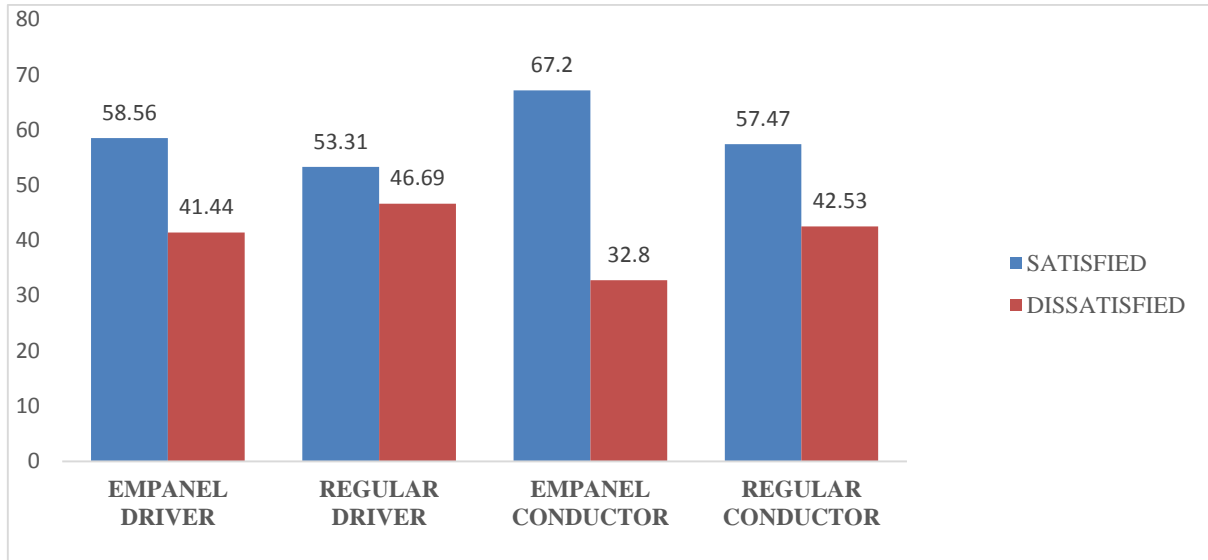
**Table 7: Employee satisfaction regarding current working time in KSRTC**

	Empanel Driver		Regular Driver		Empanel Conductor		Regular Conductor	
	No	%	No	%	No	%	No	%
<b>Satisfied</b>	65	58.56	161	53.31	127	67.20	200	57.47
<b>Dis satisfied</b>	46	41.44	141	46.69	62	32.80	148	42.53
<b>Total</b>	111	100	302	100	189	100	348	100

(Source: Primary Data)

**Interpretation**

From the table it is obvious that most of the employees are satisfied with the current working time schedule



**Fig. 7: Employee satisfaction regarding current working time in KSRTC**

**1.8 Increasing running kilometer**

What will the reactions of the employees be if the running kilometer is increased is considered here.

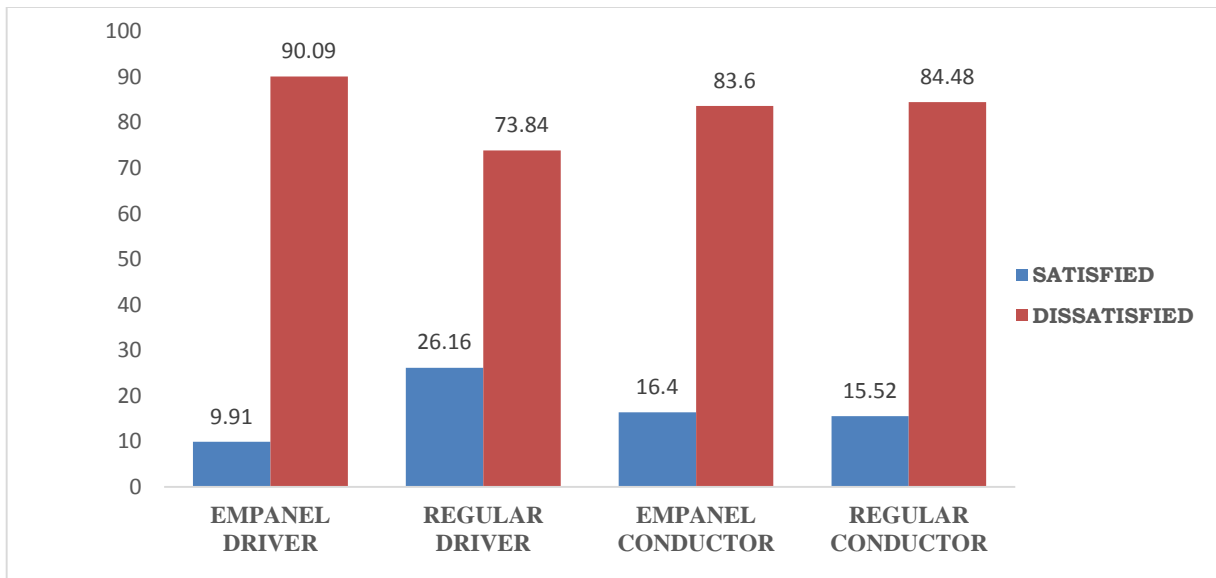
**Table 8: Employee satisfaction regarding increasing running kilometer in KSRTC**

	Empanel Driver		Regular Driver		Empanel Conductor		Regular Conductor	
	No	%	No	%	No	%	No	%
<b>Satisfied</b>	11	9.91	79	26.16	31	16.40	54	15.52
<b>Dis satisfied</b>	100	90.09	223	73.84	158	83.60	294	84.48
<b>Total</b>	111	100	302	100	189	100	348	100

(Source: Primary Data)

**Interpretation**

From the table it is clear that most of the employees are against the increase of running kilometers.



**Fig. 8: Employee satisfaction regarding increasing running kilometer in KSRTC**

**1.9 Welfare measures**

Here we have invited opinions of the employees with regard to the welfare measures KSRTC is executing.

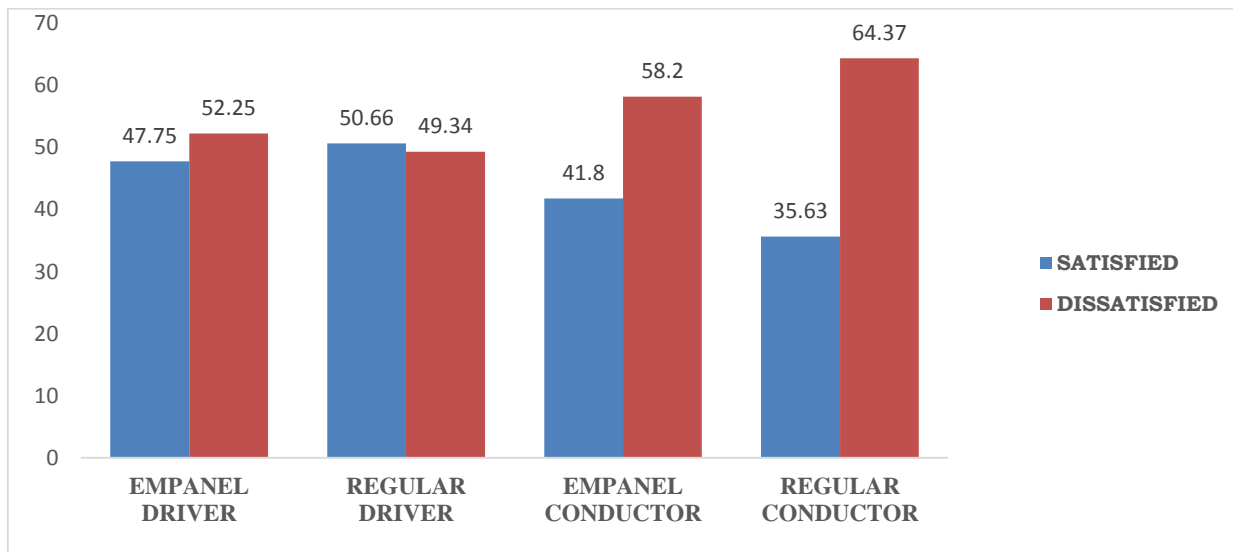
**Table 9: Employee satisfaction regarding welfare measures in KSRTC**

	Empanel Driver		Regular Driver		Empanel Conductor		Regular Conductor	
	No	%	No	%	No	%	No	%
<b>Satisfied</b>	53	47.75	153	50.66	79	41.80	124	35.63
<b>Dis satisfied</b>	58	52.25	149	49.34	110	58.20	224	64.37
<b>Total</b>	111	100	302	100	189	100	348	100

(Source: Primary Data)

**Interpretation**

From the table it is obvious that around half of the employees have the opinion that welfare measures provided by KSRTC is not satisfactory.



**Fig. 9: Employee satisfaction regarding welfare measures in KSRTC**

**1.10 Disciplinary action**

The employee’s response to the disciplinary action taken against them by the management is collected.

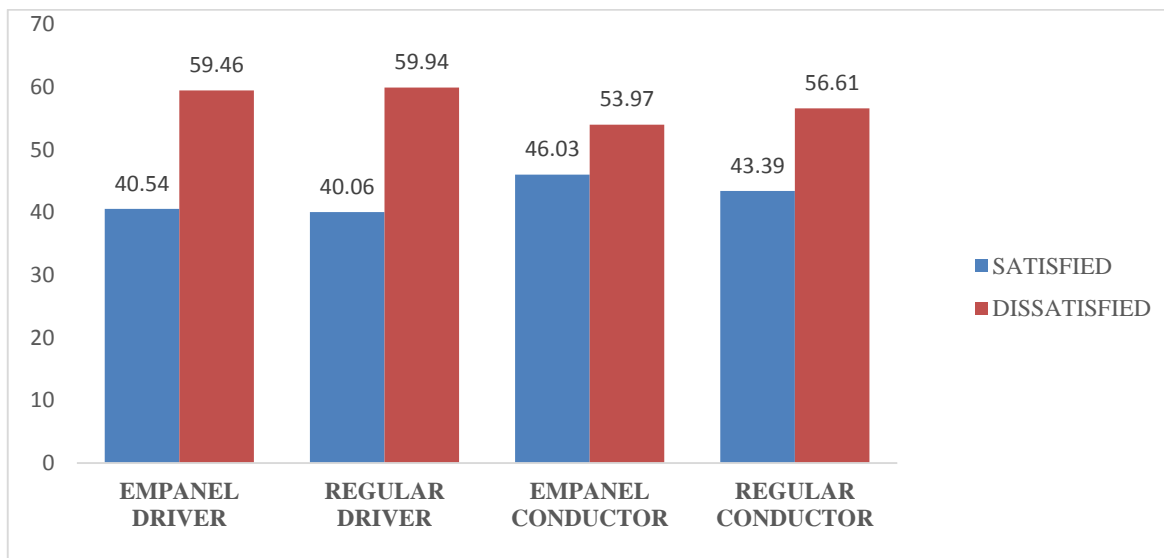
**Table 10: Employee satisfaction regarding disciplinary action system in KSRTC**

	Empanel Driver		Regular Driver		Empanel Conductor		Regular Conductor	
	No	%	No	%	No	%	No	%
<b>Satisfied</b>	45	40.54	121	40.06	87	46.03	151	43.39
<b>Dis satisfied</b>	66	59.46	181	59.94	102	53.97	197	56.61
<b>Total</b>	111	100	302	100	189	100	348	100

(Source: Primary Data)

**Interpretation**

From the above table it is clear that above 50% of the employees are not satisfied with disciplinary action system in KSRTC.



**Fig. 10: Employee satisfaction regarding disciplinary action system in KSRTC**

**1.11 Promotion policy**

The promotion criteria are evaluated by the employees.

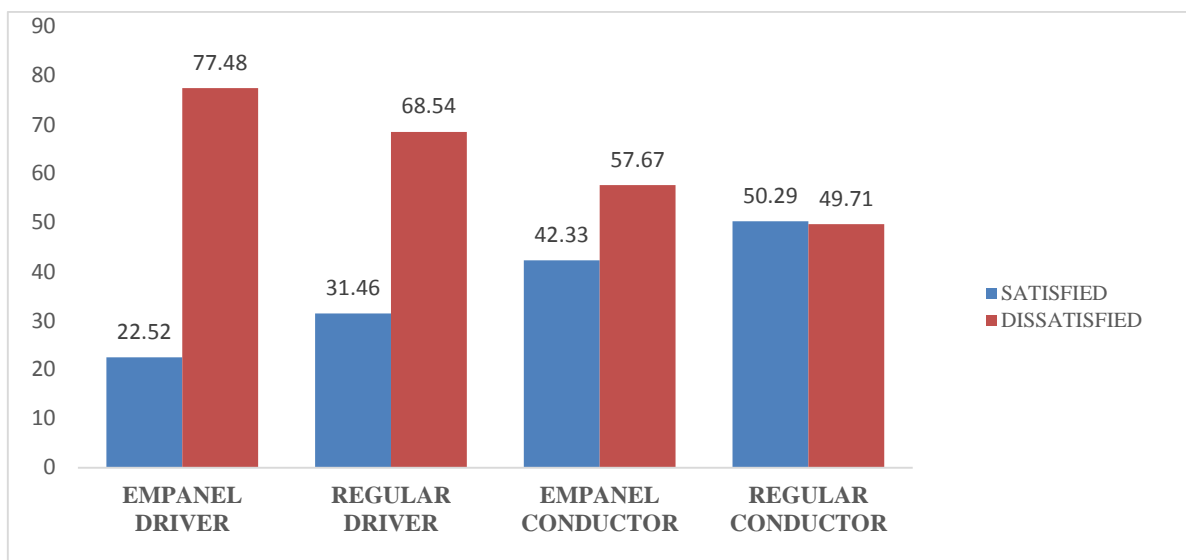
**Table 11: Employee satisfaction regarding promotional policy in KSRTC**

	Empanel Driver		Regular Driver		Empanel Conductor		Regular Conductor	
	No	%	No	%	No	%	No	%
<b>Satisfied</b>	25	22.52	95	31.46	80	42.33	175	50.29
<b>Dis satisfied</b>	86	77.48	207	68.54	109	57.67	173	49.71
<b>Total</b>	111	100	302	100	189	100	348	100

(Source: Primary Data)

**Interpretation**

From the above table it is obvious that most of the employees are not satisfied with promotional policy.



**Fig. 11: Employee satisfaction regarding promotional policy in KSRTC**

**1.12 Relation with passengers**

This is a self-evaluation by the employees whether they maintain a healthy relationship with the passengers.

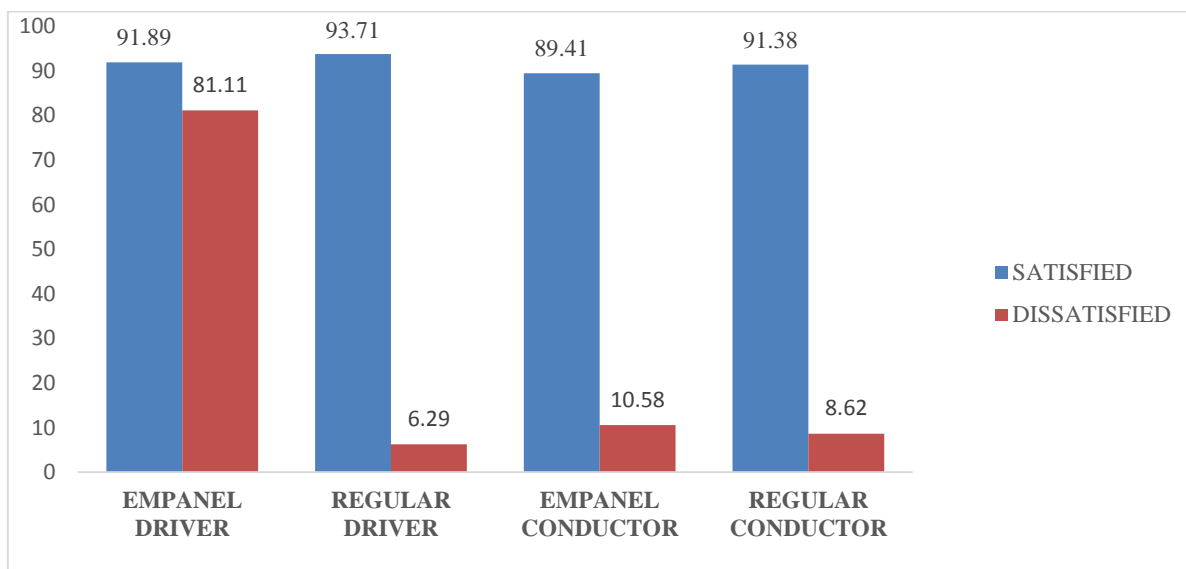
**Table 12: Employee satisfaction with passengers of KSRTC**

	Empanel Driver		Regular Driver		Empanel Conductor		Regular Conductor	
	No	%	No	%	No	%	No	%
<b>Satisfied</b>	102	91.89	283	93.71	169	89.41	318	91.38
<b>Dis satisfied</b>	9	8.11	19	6.29	20	10.58	30	8.62
<b>Total</b>	111	100	302	100	189	100	348	100

(Source: Primary Data)

**Interpretation**

08.25. Most of the employees are satisfied with passengers.



**Fig. 12: Employee satisfaction with passengers of KSRTC**

**1.13 Road condition**

The employees' judgment about the present road condition.

**Table 13: Employee satisfaction with road condition**

	Empanel Driver		Regular Driver		Empanel Conductor		Regular Conductor	
	No	%	No	%	No	%	No	%
<b>Satisfied</b>	27	24.32	68	22.52	48	25.40	65	18.68
<b>Dis satisfied</b>	84	75.66	234	77.48	141	74.60	283	81.32
<b>Total</b>	111	100	302	100	189	100	348	100

(Source: Primary Data)

**Interpretation**

Both empanel and regular employees are highly dissatisfied with road conditions.

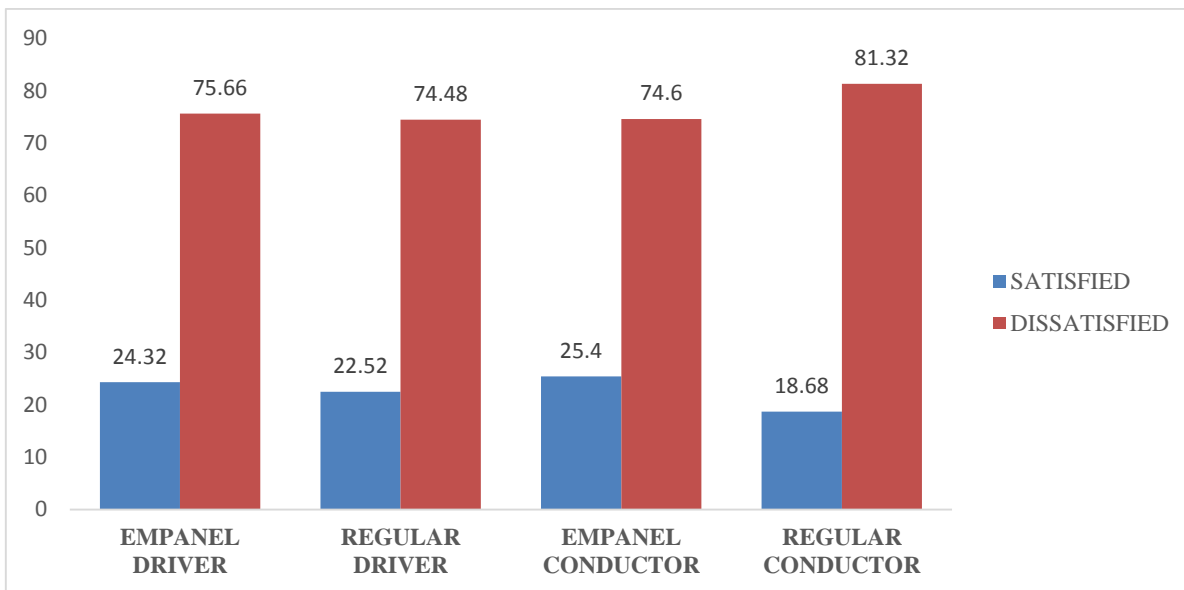


Fig. 13: Employee satisfaction with road condition

**1.14 Relation with co-workers**

This again is a self-judgment by the employees whether they are able to maintain a healthy relationship among themselves.

Table 14: Employee satisfaction with co-workers

	Empanel Driver		Regular Driver		Empanel Conductor		Regular Conductor	
	No	%	No	%	No	%	No	%
<b>Satisfied</b>	99	89.19	292	96.69	174	92.06	334	95.98
<b>Dis satisfied</b>	12	10.81	10	3.31	15	7.94	14	4.02
<b>Total</b>	111	100	302	100	189	100	348	100

(Source: Primary Data)

**Interpretation**

Majority of the employees are satisfied with the relationship among co-workers.

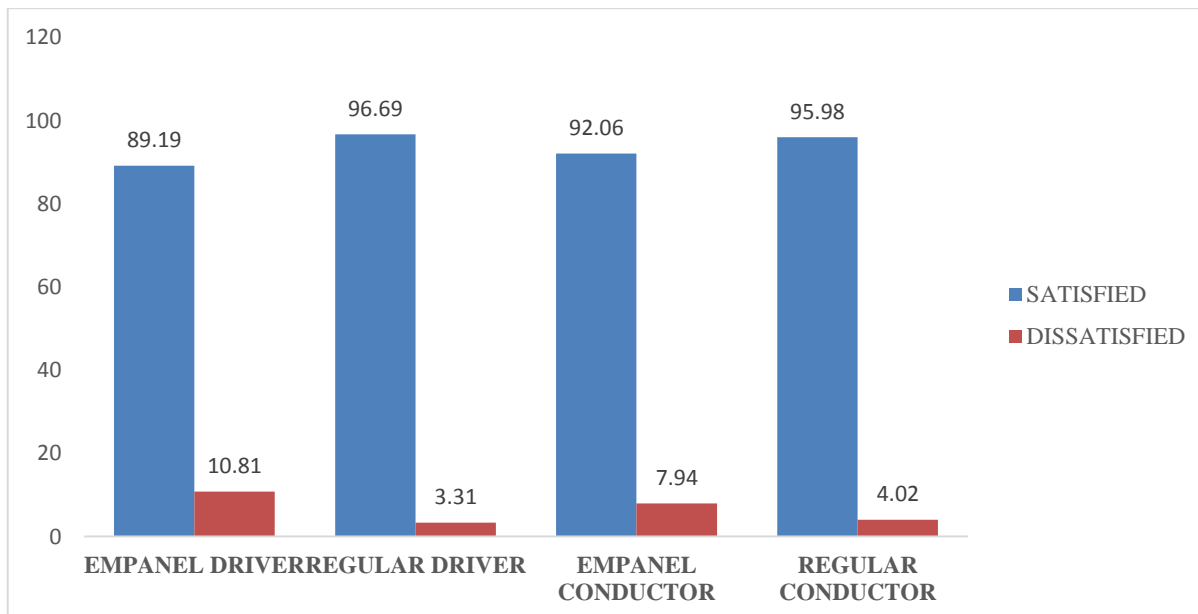


Fig. 14: Employee satisfaction with co-workers

**2. TESTING OF HYPOTHESIS**

**2.1 H<sub>0</sub>: Employees in KSRTC are not satisfied with the current working condition.**

This hypothesis is tested using scaling techniques for the various satisfaction measures implemented in the Corporation. The respondents were asked to mark this opinion on two point rating scale, satisfied and dissatisfied and assigns points in the order 2 and 1 respectively were given to each response as weights. The weighted mean score for each measure is arrived. The weighted mean score is compared with the expected mean score of 1.5 to know the level of satisfaction of the respondents on each measure implemented in the company. If the calculated mean score is higher than the expected mean score, the hypothesis is accepted.



**Table 15: Satisfaction level of regular drivers**

S no.	Satisfaction measures	Satisfied	Dissatisfied
1	Working with KSRTC	262	40
2	Current salary system	237	65
3	Current double duty system	281	21
4	Contributory pension system	109	193
5	Management efficiency	91	211
6	Trade union influence	189	113
7	Current working time	161	141
8	Increasing running kilometer	79	223
9	Welfare measures	153	149
10	Disciplinary action	121	181
11	Promotion policies	95	207
12	Relation with passengers	283	19
13	Road condition	68	234
14	Relation with co-workers	292	10

**Table 16: Results of satisfaction level of regular drivers**

S no.	Satisfaction measures	Level of satisfaction		TWA	Average
		Satisfied	Dissatisfied		
1	Working with KSRTC	524	40	564	1.86
2	Current salary system	474	65	539	1.78
3	Current double duty system	562	21	583	1.93
4	Contributory pension system	218	193	411	1.36
5	Management efficiency	182	211	393	1.30
6	Trade union influence	378	113	491	1.62
7	Current working time	322	141	463	1.53
8	Increasing running KM	158	223	381	1.26
9	Welfare measures	306	149	455	1.50
10	Disciplinary action	242	181	423	1.40
11	Promotion policies	190	207	397	1.31
12	Relation with passengers	566	19	585	1.93
13	Road condition	136	234	370	1.22
14	Relation with co-workers	584	10	594	1.97
Total				21.97	
Grand Total				1.56	

Hypothetical mean is 1.5

Calculated value is 1.56

Since calculated value is greater than the expected value. So we reject the null hypothesis. i.e., Regular drivers are satisfied with current working condition.

**Table 17: Satisfaction level of regular conductors**

S no.	Satisfaction measures	Satisfied	Dissatisfied
1	Working with KSRTC	303	45
2	Current salary system	249	99
3	Current double duty system	328	20
4	Contributory pension system	136	212
5	Management efficiency	95	253
6	Trade union influence	183	165
7	Current working time	200	148
8	Increasing running kilometer	54	294
9	Welfare measures	124	224
10	Disciplinary action	151	197
11	Promotion policies	175	173
12	Relation with passengers	318	30
13	Road condition	65	283
14	Relation with co-workers	334	14

**Table 18: Results of satisfaction level of regular conductors**

S no.	Satisfaction measures	Level of satisfaction		TWA	Average
		Satisfied	Dissatisfied		
1	Working with KSRTC	606	45	651	1.87

2	Current salary system	498	99	597	1.72
3	Current double duty system	656	20	676	1.94
4	Contributory pension system	272	212	484	1.39
5	Management efficiency	190	253	443	1.27
6	Trade union influence	366	165	531	1.52
7	Current working time	400	148	548	1.57
8	Increasing running KM	108	294	402	1.16
9	Welfare measures	248	224	472	1.36
10	Disciplinary action	302	197	499	1.43
11	Promotion policies	350	173	523	1.5
12	Relation with passengers	636	30	666	1.91
13	Road condition	130	283	413	1.19
14	Relation with co-workers	668	14	682	1.96
Total				21.79	
Grand Total				1.5	

Hypothetical mean is 1.5

Calculated value is 1.56

Since calculated value is greater than the expected value. So we reject the null hypothesis. i.e., Regular conductors are satisfied with current working condition.

**Table 19: Satisfaction level of empanel drivers**

S no.	Satisfaction measures	Satisfied	Dissatisfied
1	Working with KSRTC	76	35
2	Current salary system	83	28
3	Current double duty system	99	12
4	Contributory pension system	41	70
5	Management efficiency	45	66
6	Trade union influence	73	38
7	Current working time	65	46
8	Increasing running kilometer	11	100
9	Welfare measures	53	58
10	Disciplinary action	45	66
11	Promotion policies	25	86
12	Relation with passengers	102	9
13	Road condition	27	84
14	Relation with co-workers	99	12

**Table 20: Results of satisfaction level of empanel drivers**

S no.	Satisfaction measures	Level of satisfaction		TWA	Average
		Satisfied	Dissatisfied		
1	Working with KSRTC	152	35	187	1.68
2	Current salary system	166	28	194	1.74
3	Current double duty system	198	12	210	1.89
4	Contributory pension system	82	70	152	1.37
5	Management efficiency	90	66	156	1.41
6	Trade union influence	146	38	184	1.66
7	Current working time	130	46	176	1.59
8	Increasing running KM	22	100	122	1.09
9	Welfare measures	106	58	164	0.52
10	Disciplinary action	90	66	156	1.41
11	Promotion policies	50	86	136	1.23
12	Relation with passengers	204	9	213	1.92
13	Road condition	54	84	138	1.24
14	Relation with co-workers	198	12	210	1.89
Total				20.64	
Grand Total				1.47	

Hypothetical mean is 1.5

Calculated value is 1.47

Since calculated value is less than the expected value. So we accept the null hypothesis. i.e., Empanel driver are not satisfied with current working condition.

**Table 21: Satisfaction level of empanel conductors**

S no.	Satisfaction measures	Satisfied	Dissatisfied
1	Working with KSRTC	156	33
2	Current salary system	117	72
3	Current double duty system	166	23
4	Contributory pension system	69	120
5	Management efficiency	73	116
6	Trade union influence	113	76
7	Current working time	127	62
8	Increasing running kilometer	31	158
9	Welfare measures	79	110
10	Disciplinary action	87	102
11	Promotion policies	80	109
12	Relation with passengers	169	20
13	Road condition	48	141
14	Relation with co-workers	174	15

**Table 22: Results of satisfaction level of empanel conductors**

S no.	Satisfaction measures	Level of satisfaction		TWA	Average
		Satisfied	Dissatisfied		
1	Working with KSRTC	312	33	345	1.83
2	Current salary system	234	72	306	1.62
3	Current double duty system	332	23	355	1.88
4	Contributory pension system	138	120	258	1.37
5	Management efficiency	146	116	262	1.39
6	Trade union influence	226	76	302	1.59
7	Current working time	254	62	316	1.67
8	Increasing running KM	62	158	220	1.16
9	Welfare measures	158	110	268	1.42
10	Disciplinary action	174	102	276	1.46
11	Promotion policies	160	109	269	1.42
12	Relation with passengers	338	20	358	1.89
13	Road condition	96	141	237	1.25
14	Relation with co-workers	348	15	363	1.92
Total				21.87	
Grand Total				1.56	

Hypothetical mean is 1.5

Calculated value is 1.56

Since calculated value is greater than the expected value. So we null the null hypothesis. i.e., Empanel conductor is satisfied with current working condition.

**2.1.1 H<sub>0</sub>: The two attributes are independent**

This hypothesis is tested using chi- square test for the various satisfaction measures. This test is used to show the relationship between satisfactions among employee

**Table 23: Test of satisfaction of regular conductors and regular drivers**

Regular driver	Regular conductor		
	Satisfied	Dissatisfied	Total
Satisfied	2421	2715	5136
Dissatisfied	1807	2137	3964
Total	4228	4872	9100

$$\chi^2 = \frac{(ad - bc)^2 * N}{(a + b)(c + d)(a + c)(b + d)}$$

$$= \frac{(2421 * 2127 - 2715 * 1807)^2 * 9100}{(2421 + 2715)(1807 + 2157)(2421 + 1807)(2715 + 2157)}$$

$$= \frac{(5222097 - 4906005)^2 * 9100}{5136 * 3964 * 4228 * 4872}$$

$$= \frac{(316092)^2 * 9100}{20359104 * 20598816}$$

$$= \frac{9092187.8}{4193734.3}$$

$$= \mathbf{2.168}$$

Calculated value of  $\chi^2 = 2.168$

Level of significance = 5% i.e., .05

$$\text{Degree of freedom} = (c-1) * (r-1)$$

$$= (2-1)*(2-1)$$

$$= \mathbf{1}$$

'c' stands for number of columns.

'r' stands for number of rows.

In this situation the table value of  $\chi^2$  is 3.841.

Since the table value is greater than the calculated value we accepted the null hypothesis. The two attributes are independent. There is no relationship between regular conductor and regular driver.

### 2.1.2 H<sub>0</sub>: The two attributes are independent

This hypothesis is tested using chi- square test for the various satisfaction measures. This test is used to show the relationship between satisfactions among employees.

**Table 24: Test of satisfaction of empanel conductors and empanel drivers**

Empanel driver	Empanel conductor		
	Satisfied	Dissatisfied	Total
Satisfied	844	1489	2333
Dissatisfied	710	1157	1867
Total	1554	2646	4200

$$\chi^2 = \frac{(ad - bc)^2 * N}{(a + b)(c + d)(a + c)(b + d)}$$

$$= \frac{(844 * 1157) - (1489 * 710)^2 * 4200}{(844 + 1489)(710 + 1157)(844 + 710)(1489 + 1157)}$$

$$= \frac{(976508 - 1057190)^2 * 4200}{2333 * 1867 * 1554 * 2646}$$

$$= \frac{273402.57}{179101.78}$$

$$= \mathbf{1.526}$$

Calculated value of  $\chi^2 = 1.526$

Level of significance = 5% i.e., .05

$$\text{Degree of freedom} = (c-1) * (r-1)$$

$$= (2-1)*(2-1)$$

$$= \mathbf{1}$$

'c' stands for number of columns.

'r' stands for number of rows.

In this situation the table value of  $\chi^2$  is 3.841.

Since the table value is greater than the calculated value we accepted the null hypothesis. The two attributes are independent. There is no relationship between empanel conductor and empanel driver.

### 2.1.3 H<sub>0</sub>: The two attributes are independent

This hypothesis is tested using chi- square test for the various satisfaction measures. This test is used to show the relationship between satisfactions among employee

**Table 25: Test of satisfaction of empanel conductors and regular drivers**

Regular driver	Empanel conductor			
		Satisfied	Dissatisfied	Total
	Satisfied	2421	1489	3910
	Dissatisfied	1807	1157	2964
Total	4228	2646	6874	

$$\chi^2 = \frac{(ad - bc)^2 * N}{(a + b)(c + d)(a + c)(b + d)}$$

$$= \frac{(2421 * 1157 - 1489 * 1807)^2 * 6874}{(2421 + 1489)(1807 + 1157)(2421 + 1807)(1489 + 1157)}$$

$$= \frac{(2801097 - 2690623)^2 * 6874}{3910 * 2964 * 4228 * 2646}$$

$$= \frac{122.04504 * 6874}{(11589240 * 11187288)}$$

$$= \frac{838937.6}{1296521.6}$$

$$= \mathbf{0.647}$$

Calculated value of  $\chi^2 = 0.647$

Level of significance = 5% i.e., .05

Degree of freedom = (c-1) \* (r-1)  
 = (2-1)\*(2-1)  
 = **1**

'c' stands for number of columns.

'r' stands for number of rows.

In this situation the table value of  $\chi^2$  is 3.841.

Since the table value is greater than the calculated value we accept the null hypothesis. Regular driver and Empanel conductor are not associated.

**2.2 Test of satisfaction of Empanel driver and Regular conductor**

**2.2.1 H<sub>0</sub>: The two attributes are independent**

**Table 26: Test of satisfaction of regular conductors and empanel drivers**

Empanel driver	Regular conductor			
		Satisfied	Dissatisfied	Total
	Satisfied	844	2715	3559
	Dissatisfied	710	2157	2867
Total	1554	4872	6426	

$$\chi^2 = \frac{(ad - bc)^2 * N}{(a + b)(c + d)(a + c)(b + d)}$$

$$= \frac{(844 * 2157) - (2715 * 710)^2 * 6426}{(844 + 2715)(710 + 2157)(844 + 710)(2715 + 2157)}$$

$$= \frac{(1820508 - 1927650)^2 * 6426}{3559 * 2867 * 1554 * 4872}$$

$$= \frac{737666.75}{772527.51}$$

$$= \mathbf{-0.95}$$

Calculated value of  $\chi^2 = 0.95$

Level of significance = 5% i.e., .05

Degree of freedom = (c-1) \* (r-1)  
 = (2-1)\*(2-1)  
 = **1**

'c' stands for number of columns.

'r' stands for number of rows.

In this situation the table value of  $\chi^2$  is 3.841.

Since the table value is greater than the calculated value we accept the null hypothesis. Empanel driver and Regular conductor are not associated.

### 2.3 Test of satisfaction of Drivers and Conductors

#### 2.3.1 H<sub>0</sub>: The two attributes are independent

**Table 27: Test of satisfaction of driver and conductor**

Conductor	Driver		
	Satisfied	Dissatisfied	Total
Satisfied	4204	3265	7469
Dissatisfied	3314	2517	5831
Total	7518	5782	13300

$$\chi^2 = \frac{(ad - bc)^2 * N}{(a + b)(c + d)(a + c)(b + d)}$$

$$= \frac{(4204 * 2517) - (3265 * 3314)^2 * 13300}{(4204 + 3265) * (3314 + 2517) * (4204 + 3314) * (3265 + 2517)}$$

$$= \frac{(10581468 - 10820210)^2 * 13300}{7469 * 5831 * 7518 * 5782}$$

$$= \frac{7580699.6}{18931538}$$

$$= \mathbf{0.40}$$

Calculated value of  $\chi^2$  = 0.40

Level of significance = 5% i.e., .05

Degree of freedom = (c-1) \* (r-1)

$$= (2-1)*(2-1)$$

$$= \mathbf{1}$$

'c' stands for number of columns.

'r' stands for number of rows.

In this situation the table value of  $\chi^2$  is 3.841.

Since the table value is greater than the calculated value we accept the null hypothesis. Empanel driver and Regular conductor are not associated.

### 3. CONCLUSION

Sincerity arising from the satisfaction and loyalty of the employees is a deciding factor for the achievement of any remarkable success of any private or public sector undertakings. To know the level of employee satisfaction we have prepared questionnaires and collected data from four types of employees who are working in KSRTC. They are regular drivers, regular conductors, empanel drivers and empanel conductors. Here we probe the satisfaction level of the employees of KSRTC.

### 4. REFERENCES

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