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# Review Of Research



## JOB SATISFACTION OF A.P.S.R.T.C CONTRACT LABOUR IN ANDHRA PRADESH- A CASE STUDY OF TIRUPATI DEPOT



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### ABSTRACT

The contract labour satisfaction is essential to the success of any business. A high rate of contract labour contentedness is directly related to a lower turnover rate. Thus, keeping contract labours satisfied with their careers should be a major priority for every employer. The execute well-informed business decisions, managers need more than a ledger of numbers to understand what is really taking place on the front line. The contract labours who work day to day with the customers can provide invaluable feedback drawn upon first-hand experience. The encouraging bidirectional communications in this matter can create an organizational culture that breaks down silos and fosters teamwork between management and

their staff. Furthermore, extensive research has shown that motivated and satisfied contract labours tend to contribute more in terms of organizational productivity and maintaining a commitment to customer satisfaction. The satisfaction is infectious and it indeed permeates across the contract labour-customer boundary, where revenue and brand image are continuously at stake. Among different modes of transport bus transport occupies an important place. In view of this an attempt is made to make a study on job satisfaction of contract labour in Andhra Pradesh State Road Transport Corporation (APSRTC) with special reference to TIRUPATI depot in Nellore region of Andhra Pradesh. This study is based on both primary and secondary data. The data collected relate to the period August to December 2015. The data collected was tabulated and analyzed by using simple percentages, chi-square test, Garret Ranking Technique and t-tests. It is found from the study that the work shifts and rotation was ranked first followed by long hours of work. The fatigue (extreme tiredness resulting from mental or physical exertion) was ranked third and noise and vibration ranked fourth. The poor road design and poor driving skills was ranked fifth and sixth respectively. The result of chi-square test revealed that there is a significant difference in job satisfaction of Andhra Pradesh State Road

Transport Corporation labour. The problems suffered the workers are attributed to the nature of work they are exposed and it is associated with the result from their profession. It is the management's role to supply proposal, both scheme towards creating better conditions and the initiative needed to apply technological skills to the accomplishment of higher competence and output.

**KEYWORDS** :contract labour satisfaction ,bidirectional communications , motivated and satisfied .

## **INTRODUCTION**

The satisfaction is fulfillment of a need or desire and the pleasure obtained by such a fulfillment. The satisfaction is a good measure to evaluate personal attitude to the professional activity of enterprises. It also expresses a level of happiness of a person in his professional environment connected with interpersonal relations with colleagues and superiors. The contract labour satisfaction is a key part of successful business. The knowing contract labour needs and achieving satisfaction are the basis for successful business activities the contract labour feedback is most important source of information for improving product and services. The satisfied and convinced contract labours ensure the company success in the long term. The companies that encourage or engage their contract labours to provide ideas or suggestions have a consistently higher contract labour retention rates, productivity and job satisfaction. The road transport occupies a pivotal position in the transport system of the country. The road passenger transportation was nationalized after the independence and transport organization were set up under the road transport corporation Act 1950 in almost all states and territories to operate road passenger transport.

The road transport is fundamental to the economic growth and community integration of the country. The road transport has emerged as the dominant segment in India transportation sector with a share of 4.5 per cent in India GDP. The India passenger transport for the short and medium distances is essentially bus oriented. It is evident that now service sector has become one of the fastest growing sectors in global economy and the major reason is that now the American economy has become a service economy. The manufacturing and construction sector in United States employed 19.1 per cent of the labour force which had been reduced from 26.1 per cent in 1979 whereas service sector had employed 70 per cent of the U.S labour in 2011. The service sector has realized that service quality is the main source of gaining competitiveness and remains successful in the market and many other researchers had emphasized that quality initiatives in the service sector had resulted in gaining sustainable competitive advantages. The buses start more than 90 per cent of public transport in Indian cities and provide as a contemptible and expedient form of transport for all groups of people. Among different modes of transport bus transport occupies an important place. About 80 per cent of inter-district trips, 66 per cent of the intra - district trips and 16 per cent inter states are made by buses.

## **HISTORY OF A.P.S.R.T.C**

The organization of A.P.S.R.T.C dates back to 1932 when it has been first established as a wing of Nizam State Railway in the nearest which Hyderabad state. As a pioneer in the field of nationalized passenger road services, it has 27 busses and 166 contract labours at its inception in the name of NSR-RTC. The most important milestone in the development of the State Transport in Andhra Pradesh was the formation of A.P.S.R.T.C on 11-1-1958, when the management of road transport services was transferred to a long awaited statutory body. As on today APSTRTC is having 212 depots spread all over the State of Andhra Pradesh. The volume or increase in schedules has enriched the number of vehicles at the depots. This increase in the number of vehicles and schedules has relatively influenced the man

power and other infrastructure requirements; consequently, the Tirupati depot is one of the biggest depots in Nellore zone of Andhra Pradesh.

The harassment in any form may cause a new level of stress for the contract labour. It becomes increasingly difficult to do a respectable job at work when one is consistently faced with an uncomfortable working environment. This anxiety is caused by trying to avoid troublesome confrontations and situations. The workers may agonize about the consequences they would face if the harassment were to be reported, as well as the repercussions of not reporting it. The dissatisfaction with the job may come from sources other than stress dissatisfaction may also arise, with the same result in turnover, when the work environment fails to have any flexibility or any source of amusement for the contract labours; the tone of the business will become stressful or tedious.<sup>1</sup> Often companies become more focused on production and revenues, rather than with their own contract labours, or even their customers. In the case of contract labours, the contract labours may rarely be praised for the quality of their performance. If a company does performance appraisals, the results may be given in such a harsh tone that, rather than motivating a contract labour, it intimidates and a contract labour may feel uncomfortable in the workplace, rather than encouraged to achieve more. It may be common for upper management in some workplaces, to take the ideas of lower level contract labours lightly, which leaves these contract labours feeling neglected and worthless. It becomes difficult for workers to see a bright future while working for the company. Those contract labours who do work well to support the company may not be compensated for their efforts. Employers that choose to under-compensate know that these contract labours will work hard for minimal pay, and these employers will compensate accordingly.<sup>2</sup> At the same time, the same employers will pay more to other contract labours who are not willing to work for minimal compensation. This compensation disparity leads to dissatisfaction because eventually the hard worker will notice that he or she is not being compensated fairly for the amount of work they are doing, and will begin searching for another company that will appreciate his or her labor. The employers should prepare for the interview by doing a job assessment to see what skills are necessary for the position, then testing applicants to see if they have the ability to be trained to the position and have the skills and knowledge that correspond with the job description.<sup>3</sup> It is critical that during this phase, the employer give an accurate description of the job to candidates so they can prepare for the challenges ahead. In view of this an attempt is made to make a study on job satisfaction of contract labours in Andhra Pradesh State Transport Corporation.

## OBJECTIVES

### The objectives are

- + To study the socioprofile of the APSRTC contract labour in Andhra Pradesh
- + To study the levels of job satisfaction of APSRTC contract labour in Andhra Pradesh.
- + To identify problems and obstacles faced by APSRTC contract labour in Andhra Pradesh.
- + To find out the important factors influencing contract labour job satisfaction in APSRTC contract labour in Andhra Pradesh.

## METHODOLOGY

The paper is based on primary and second data. The primary data is collected through proper questionnaire distributed to the APSRTC contract labours of Tirupati depot of Nellore Division in Andhra Pradesh. The information was collected by administering an interview schedule. The interview schedule was first pre-tested to check for clarity and specificity and the necessary modification were made on the basis of the experience gained during pre-testing. For the convenience of collecting data

and ensuring the representativeness of the sample, stratified random sampling technique was used. The secondary data is collected through books, journals & internet and APSRTC reports. The statistical tools are percentages, Chi-square test and Garret Ranking technique has been adopted wherever the necessity arises. The socio profile of the respondents are presented in Table-I.

**TABLE-I**  
**SOCIO PROFILE OF APSRTC CONTRACT LABOURS IN ANDHRA PRADESH**

S.No	Variables		N	Per Cent
1	Gender	Male	187	83.11
		Female	38	16.88
2	Age	Below 35	44	19.55
		35-45	61	27.11
		45-55	85	37.77
		Above 55	35	15.55
3	Marital status	Married	191	84.88
		Un married	34	15.11
4	Family size	Below 4	68	30.22
		4-6	103	45.77
		Above 6	54	24
5	Educational Qualifications	Secondary	23	10.22
		Intermediate	69	30.66
		U.G	87	38.66
		P.G	34	15.11
		Technical	12	5.33
6	Nature of job	Official	6	2.66
		Technical	28	12.44
		Clerical	32	14.22
		Drivers	58	25.77
		Conductors	101	44.88
7	Experience in Years	Below 10	43	19.11
		11-20	76	33.77
		20-30	92	40.88
		Above 30	14	6.22

Source:-Field Data

From the Table-I shows that the socio demographic factors of Andhra Pradesh State Road Transport Corporation contract labours in Tirupati depot of Andhra Pradesh. From the above table it is inferred that 83.11 per cent of the respondents are male and remaining 16.88 per cent are female. From the above table it is inferred that 19.55 per cent of the respondents come under the category of below 35 years, 27.11 per cent of the respondents falls under 35-45 years, 37.77 per cent of the respondents falls under 45-55 years and 15.55 per cent of the respondents come under the category of above 55 years. According to their marital status, 84.88 percent married respondents and 15.11 percent unmarried respondents. This table exhibits that, 30.22 per cent of the respondents come under the category of below 4 family members, 45.77 of the respondents between 4-5 members and 24 of the respondents falls under above 6 family members in the study area. Above table shows that 10.22 percent of the respondents have finished secondary education, most of the respondents 38.66 per cent



have completed graduation, 30.66 of the respondents have intermediate education, 15.11 per cent were post graduates and 5.33 per cent were technical holders. Further, results revealed that 2.66 per cent of the respondents come under the category of official post, 12.44 per cent of the respondents falls under technical posts, 14.22 per cent of the respondents come under the category of clerical post, 25.77 per cent of the respondents falls under drivers and 44.88 per cent of the respondents falls under conductors in APSRTC in the study area. It is also inferred from table that 19.11 per cent of the respondents come under the category of below 10 years, 33.77 per cent of the respondents falls under 10-20 years, 40.88 per cent of the respondents falls under 20-30 years and 6.22 per cent of the respondents come under the category of above 30 years of experience in Tirupati depot of Andhra Pradesh. The levels of job satisfaction of APSRTC contract labours are presented in Table-II.

**TABLE-II**  
**LEVELS OF JOB SATISFACTION OF APSRTC CONTRACT LABOUR SOF**  
**ANDHRA PRADESH**  
**(Per Cent)**

<b>Factors</b>	<b>H.S</b>	<b>S</b>	<b>N</b>	<b>D</b>	<b>HD</b>	<b>Total</b>
Training by APSRTC	44	35	18	3	-	100
Working Environment	23	48	18	8	3	100
Towards the Job or Work	28	51	9	11	1	100
Towards the Job Security	67	24	5	4	-	100
Organization Providing Facilities	22	29	24	16	9	100
Toward the Payment of Salary	48	31	8	11	2	100
Towards the Compensation Policy as Tool of Motivation	11	55	8	18	8	100
Accident Insurance	6	23	47	14	10	100
Towards the Other Facilities	2	8	11	38	41	100
Salary and other allowance	11	26	33	19	11	100
Work shift and rotation	6	11	36	13	34	100
Medical checkup	6	18	47	10	19	100
Contract labours selection and appointment	24	36	28	8	4	100
Level of Salary	6	22	11	23	38	100
System of increment	18	30	12	26	14	100
Method of transfer and promotion	9	16	28	34	13	100
Method of leave availed	6	15	34	20	25	100
Period of time given for the completion of work assigned	4	26	11	38	21	100
Maintenance of buses.	9	17	28	14	32	100

Source: Field Data.

Note: H.S: Highly satisfied; S: Satisfied; N: Neutral;  
D: Dissatisfied; HD: Highly Dissatisfied.

From the Table-II reveals that 44 per cent of the contract labours are Highly Satisfied (HS) with the training provided by the organization, 35 per cent of the contract labours hold that the training facilities are Satisfied (S), 18 per cent contract labours are Neutral (N) and 3 per cent of contract labours are not Dissatisfied (D) with the training provided by APSRTC. From the analysis, it can be inferred that 23 percent of the contract labours are highly satisfied, 48 percent of the contract labours are satisfied, 18 percent of the contract labours are neutral, 8 percent of the contract labours are dissatisfied with

the working environment in APSRTC whereas 3 per cent are highly dissatisfied with the working environment in APSRTC. From the data it can be interpreted that 28 per cent of the contract labours feel the job or task given to them is highly satisfied, 51 per cent feel the job or task given to them is satisfied, 9 per cent job or task are neutral, 11 per cent of the contract labours are dissatisfied and 1 per cent of the contract labours are highly dissatisfied. The data it could be found that 67 per cent of the contract labours are highly satisfied, 24 per cent of the contract labours are satisfied, 5 per cent of the contract labours are neutral and 4 per cent of the contract labours are dissatisfied with believe that there is sufficient job security. It could be inferred that 22 per cent of the contract labours say that the provided facility are highly satisfied, 29 per cent the provided facility are satisfied, 24 per cent the provided facility are neutral, 16 per cent the provided facility are dissatisfied and 9 per cent of the contract labours are highly dissatisfied. It could be found that 48 per cent of the contract labours are highly satisfied with the salary given by A.P.S.R.T.C, 31 per cent of the contract labours are satisfied, 8 per cent of the contract labours are neutral, 11 per cent of the contract labours are dissatisfied, while 2 per cent of the contract labours are highly dissatisfied. 11 per cent of the contract labours rate the compensation policy as an excellent effective tool is highly satisfied, 55 per cent are satisfied, 8 per cent are neutral, 18 per cent are dissatisfied and 8 per cent of the contract labours are highly dissatisfied. From the data 6 per cent of the contract labours are highly satisfied with the company's accidental insurance, 23 per cent of the contract labours are satisfied, 47 per cent of the contract labours are neutral, 14 per cent of the contract labours are dissatisfied and 10 per cent of the contract labours are highly dissatisfied in the study area. From the data 2 per cent of the contract labours are highly satisfied towards expected the provident policy provided by the company, pension scheme of the organization, children education facilities provided by the company, 8 per cent of the contract labours are satisfied, 11 per cent of the contract labours are neutral, 38 per cent of the contract labours are dissatisfied and 41 per cent of the contract labours are highly dissatisfied towards the other facilities. From the data shows that 6 per cent respondents have highly satisfied with their work shift and rotation, 11 per cent respondents have satisfied, 36 per cent respondents have neutral, 13 per cent respondents have dissatisfied and 34 per cent of them have highly dissatisfied with their work shift and rotation. It is also revealed that 11 per cent of the respondents have highly satisfied with salary and other allowances, 26 per cent of the respondents have satisfied, 33 per cent of the respondents have neutral, 19 per cent of the respondents have dissatisfied and 11 per cent of the respondents have highly dissatisfied with salary and other allowances. It is significant that 6 per cent of the respondents have highly satisfied with the medical checkup and medical camp conducted by APSRTC, 18 per cent of the respondents have satisfied, 47 per cent of the respondents have neutral, 10 per cent of the respondents have highly dissatisfied and 19 per cent of the respondents have highly dissatisfied in the study area. The level of job satisfaction of ASRTC contract labours, the highly significant to notice that 18 per cent of the respondent have highly satisfied, 30 per cent of the respondent have highly satisfied, 12 per cent of the respondent have neutral, 26 per cent of the respondent have highly dissatisfied and 14 per cent of the respondent have highly dissatisfied with the system of increment followed by the APSRTC. It is also that 6 per cent of the respondents have highly satisfied, 15 per cent of the respondents have satisfied, 34 per cent of the respondents have neutral, 20 per cent of the respondents have dissatisfied and 25 per cent of the respondents have highly dissatisfied with the method of leave availed by the corporation. It is also significant to notice that only 9 per cent respondents have highly satisfied, 16 per cent of the respondents have satisfied, 28 per cent of the respondents have neutral, 34 per cent of the respondents have dissatisfied and 13 per cent of the respondents have highly dissatisfied with the method of transfer and promotion followed by this corporation. It is also clear that 9 per cent of the respondents



have highly satisfied, 17 per cent of the respondents have satisfied, 28 per cent of the respondents have neutral, 14 per cent of the respondents have dissatisfied and 32 per cent of the respondents have highly dissatisfied with the maintenance of buses by the corporation. It is clear that 4 per cent of the respondents have highly satisfied, 17 per cent of the respondents have satisfied, 28 per cent of the respondents have neutral, 14 per cent of the respondents have dissatisfied and 32 per cent of the respondents have highly dissatisfied with the period of time given for the completion of work assigned in APSRTC. The problems of employment are of APSRTC contract labours are presented in Table-III.

**Table-III**  
**PROBLEMS OF EMPLOYMENT ARE OF APSRTC CONTRACT LABOURS**  
**IN ANDHRA PRADESH**

S.No	Problems	Mean Score	Rank
1	Work shift and Rotation	61.43	I
2	Long hours of work	58.72	II
3	Fatigue	50.39	III
4	Noise and vibration	46.11	IV
5	Poor road design	41.78	V
6	Poor driving skills	35.67	VI

Source: Field Data.

From the Table-III reveals that that the work shift and rotation was ranked first followed by long hours of work. The fatigue (extreme tiredness resulting from mental or physical exertion) was ranked third and noise and vibration ranked fourth. The poor road design and poor driving skills was ranked fifth and sixth respectively. The test of Chi-Square Analysis on the Association between experience and level of salary are presented in Table-IV.

**Table-IV**  
**CHI-SQUARE ANALYSIS OF APSRTC CONTRACT LABOURS IN ANDHRA PRADESH**  
**(Expected Frequency)**

18.21	21.41	10.18	0
11.85	15.44	5.7	0
8.56	11.41	5.3	0
47.81	54.79	15.44	5.11
51.77	58.91	28.38	6.88

Source: Computed from Primary Data.

Calculated C2 Value = 51.457

$df = (r - 1)(c - 1) = (4 - 1)(5 - 1) = 12$

Table value @ 5 per cent level = 21.026

From the Table-IV shows that the calculated value (51.457) is greater than the table value (21.026). Hence, the null hypothesis is rejected. Therefore, there is an association between experience and level of salary. The test of Chi-Square Analysis on the Association between experience and system of increment are presented in Table-V.

**Table-V**  
**CHI-SQUARE ANALYSIS OF APSRTC CONTRACT LABOURS IN ANDHRA PRADESH**  
**(Expected Frequency)**

22.71	11.9	12.51	0
9.8	11.9	5.64	0
22.84	12.01	0	0
43.47	51.05	24	4.6
56.72	65.07	33	5.9

Source: Computed from Primary Data.

Calculated C2 Value = 39.457.

$df = (r - 1)(c - 1) = (4 - 1)(5 - 1) = 12$ .

Table value @ 5 per cent level = 21.026.

From the Table-IV shows that the calculated value (37.139) is greater than the table value (21.026). Hence, the null hypothesis is rejected. Therefore, there is an association between experience and system of increment. The study is based on job satisfaction of the Andhra Pradesh State Road Transport Corporation in Tirupati depot contract labours. The problems suffered by the contract labours are attributed to the nature of work they are exposed to and it is associated with the result from their profession. What is actually necessary, is a complete contract labours policy, with programmes for appropriate recruitment and training, enforcement of regulation enhanced working conditions like improved seats for drivers, superior buses, better work shift and rotation, better roads, improved promotion opportunity, introduction of well-conceived productivity linked schemes for inspiration it leads job satisfaction, work obligation, job improvement and performance. It is the management's role to supply proposal, both schemes towards creating better conditions and the initiative needed to apply technological skills to the accomplishment of higher competence and output. To stay awake while on duty, many drivers and conductors badly depend on tobacco. Alcoholism and tobacco addiction is taking its toll on their health. Due to sleep deprivation many drivers and conductors suffer stress, hypertension and other diseases. It is suggested that the transport corporation authorities should ensure they were given sufficient sleep before duty. To establish a medical team with a chief doctor in every branch and drivers and conductors should report health-related issues to this team. The corporation make health checkup mandatory for the crew and besides free medical checkup the corporation should also conduct frequent refresher courses for drivers and conductors which should include yoga, public relations, stress management and technical training, helping them to work better. As contract labours satisfaction regarding work environment, grievance redress system, level of salary and promotion system resulted negative it is suggested that the corporation should ensure proper canteen facilities, rest room, toilet and other facilities in each depot. Besides the present grievance redress forum, the corporation may encourage quality control circle system in APSRTC. As it is a voluntarily group of contract labours doing similar work they can analyse and resolve problems for better results. It may be concluded that the corporation should inculcate the morale and discipline among APSRTC contract labours through statutory and voluntary welfare activities.

## SUGGESTIONS

- It is suggested to improve the depth of training and it must involve more in career programmes.
- The contract labours are expecting better working condition, so the organization is advised to

provide the same to the contract labours.

- To provide the children education facilities and recreation facilities in a better and broader way.
- The organization should improve the Superior-subordinate relationship so that there may be a smooth flow of work in the organization.
- To provide equal pay for equal work and to increase the Pay-scale of the contract labours who work fruitfully & productively..
- The organizations should take measures to appreciate and reward the contract labours who find innovative and better ways of doing the tasks.
- It should consider the suggestions and recommendations given by the contract labours and should take corrective actions.
- A grievance cell should be established so that the contract labours can put forth their problems without any hesitation or hindrance.
- When the contract labours believe that they have a voice that carries influence, it deepens their commitment to the organization and encourages a continuous, positive dialogue
- The contract labour satisfaction, in turn, translates directly into added value in terms of performance, customer relations, and profitability
- It is suggested that by opening up channels for feedback and assessing contract labour satisfaction, management can make informed decisions that will allow for increased productivity, job satisfaction and loyalty by targeting key areas of concern.

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