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Venkatesh S
Research Scholar, JSS,
Research Centre, JSS College
of Arts, Commerce and Science,
Ooty Road, Mysore,
Karnataka, India

Dr. Divya L
Assistant Professor and
Research Guide, JSS College of
Arts, Commerce and Science,
Ooty Road, Mysore,
Karnataka, India

Corresponding Author:
Venkatesh S
Research Scholar, JSS,
Research Centre, JSS College
of Arts, Commerce and Science,
Ooty Road, Mysore,
Karnataka, India

A pilot study on employees' satisfaction towards the performance of Karnataka state road transport corporation

Venkatesh S and Divya L

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Abstract

Employee satisfaction is essential for the effective functioning of organizations in the public transportation sector. This pilot study explores employee satisfaction within the Karnataka State Road Transport Corporation (KSRTC) across various dimensions. The study aims to evaluate satisfaction levels in four key areas: financial, physical, service, and operational performance, with a focus on KSRTC in Mysore District. Using a cross-sectional design, the research surveyed 103 KSRTC employees from different parts of Mysore District. Data were gathered through a structured questionnaire with 36 items covering the four performance areas, rated on a 5-point Likert scale. Analysis was conducted using SPSS software. The findings show the highest satisfaction in financial performance (Mean = 3.89), followed by physical (Mean = 3.42), service (Mean = 3.21), and operational performance (Mean = 3.18). Festival advances had a high satisfaction rate of 77.7%, and alignment of the reward structure reached 89.3%. Conversely, retirement benefits had a dissatisfaction rate of 71.8%, and retiring room facilities showed a 79.6% dissatisfaction rate. In conclusion, although most employees report moderate to high satisfaction, notable gaps exist in infrastructure, retirement benefits, and certain operational areas. It is recommended to undertake strategic measures to address these issues.

Keywords: Employee satisfaction, KSRTC, public transportation, organizational performance, pilot study

1. Introduction

Public transportation systems are critical for urban mobility, economic growth, and environmental health. In India, the Karnataka State Road Transport Corporation (KSRTC) is vital for providing affordable and accessible transportation to millions of commuters. Understanding commuter satisfaction is essential for improving service quality, building user loyalty, and ensuring public transport systems function effectively.

Commuter satisfaction involves several factors, such as cost, comfort, efficiency, and service quality. Cost refers to travel expenses and perceived value. Comfort relates to the cleanliness and maintenance of vehicles. Efficiency concerns the reliability and promptness of services. Service quality includes staff behavior, communication, and the overall passenger experience. Despite the importance of these factors, there has been limited research on commuter satisfaction in KSRTC, particularly in the Mysore District. Studies from other regions show that public transport organizations need to meet commuter expectations and preferences to enhance satisfaction levels (Sharma & Singh, 2019) ^[9].

1.1 Significance of Employee Satisfaction in Public Transportation

Employee satisfaction is a foundation for organizational effectiveness, especially in public transportation systems, where service quality directly affects public welfare. For state-owned transport corporations, employee satisfaction impacts service delivery, operational efficiency, and public satisfaction with transportation services.

Research consistently shows that satisfied employees produce higher productivity, experience reduced absenteeism, and provide better customer service (Herzberg, 1966 ^[2]; Locke, 1976) ^[5]. For public transportation organizations, these factors lead to better route adherence, improved passenger safety, and more reliable service.

1.2 Karnataka State Road Transport Corporation (KSRTC)

Karnataka State Road Transport Corporation (KSRTC) is one of India's main state-owned bus transport corporations, established in 1961. Operating throughout Karnataka, KSRTC connects urban and rural areas, promoting economic growth and social mobility.

In the Mysore District, KSRTC maintains an extensive network of routes for both intra-city and inter-city travel. The corporation employs thousands of people, including drivers, conductors, mechanics, and administrative staff. Given its public service role and employment scale, understanding employee satisfaction is crucial for the sustainability of the organization and service improvement.

2. Literature review

2.1 Employee Satisfaction in Transportation Sectors

Research on employee satisfaction in transportation has gained noticeable attention because of its effects on service quality and operational efficiency. Studies by Chen and Huang (2016) ^[1] in public bus systems showed strong links between employee satisfaction and customer service quality. Similarly, Rahman *et al.* (2018) ^[7] found that satisfied transportation employees demonstrate 23% higher productivity and 15% lower turnover rates.

Key factors affecting employee satisfaction in transportation include adequate compensation, workplace safety, working conditions, opportunities for career development, and organizational support (Kumar & Singh, 2019) ^[4]. Working conditions, especially for drivers and conductors, significantly impact job satisfaction and stress levels (Patel *et al.*, 2020) ^[6].

2.2 Public Sector Transportation Studies

Research focused on public sector transportation organizations reveals distinct challenges. Government-owned transport corporations often deal with bureaucratic obstacles, funding shortages, and political pressures that affect employee satisfaction (Sharma & Gupta, 2021) ^[9]. Studies of Indian state transport corporations highlight issues related to infrastructure, career advancement, and compensation (Rao *et al.*, 2019) ^[8].

Specifically concerning KSRTC, few studies have explored overall employee satisfaction. Previous research by Krishnamurthy (2018) ^[3] primarily examined operational efficiency but noted that employee-related factors are significant performance elements.

Employee satisfaction is a widely researched concept in organizational behavior, defined as an employee's overall emotional response to their job and work environment (Spector, 1997). Key research has shown that higher levels of employee satisfaction are positively linked to important organizational outcomes, including increased productivity, lower absenteeism and turnover rates, and improved organizational behavior. In service-oriented organizations, the satisfaction-profit chain model suggests that satisfied employees are more likely to provide exceptional customer service, resulting in greater customer satisfaction and loyalty.

This link is particularly critical for public sector organizations like KSRTC. The performance of a bus driver, conductor, or mechanic directly influences public safety, service reliability, and the corporation's public image.

Therefore, understanding and improving employee morale is essential for effective public service delivery.

2.2 Factors Influencing Employee Satisfaction in Public Transport

The literature highlights several key factors driving employee satisfaction. This study concentrates on four variables significant to a state-run transport agency.

- **Financial Aspects:** Financial satisfaction goes beyond just the salary to include the entire compensation package, such as benefits, allowances, and bonuses. Research shows that how fair or equitable a salary feels is often more critical than its absolute amount (Adams, 1963). In the public sector, where salaries are often standardized, factors like timely payments, transparent bonus systems, and sufficient post-retirement benefits greatly affect employee morale (Goyal & Kumar, 2019) ^[4].
- **Physical Work Environment:** The physical environment involves the tangible aspects of the workplace. For KSRTC employees, this includes the ergonomic design and condition of buses, the safety and cleanliness of workshops and depots, and the quality of rest facilities. A safe, clean, and comfortable environment has been shown to lessen work-related stress and boost job performance and satisfaction.
- **Operational Aspects:** This variable pertains to the procedures and systems that regulate daily work. It includes factors such as fairness in duty scheduling, role clarity, internal process efficiency (e.g., leave approval, grievance handling), and perceived workload. Inefficient operations and perceived unfairness can create significant frustration and dissatisfaction among employees, leading to burnout and decreased engagement (Patel & Reddy, 2021) ^[6].
- **Service and Supervisory Support:** In terms of employee satisfaction, 'service' refers to the internal support provided by the organization to its employees, particularly from supervisors and management. Effective leadership, open communication, recognition for good performance, and supportive management-employee relationships are strong determinants of job satisfaction (Eisenberger *et al.*, 2002). A supervisor who offers clear guidance, support, and feedback can significantly reduce workplace stressors.

Research Gap

Current literature shows several gaps:

1. Limited thorough studies on employee satisfaction in Karnataka State Transport corporations based on the variables in this study.
2. Insufficient research on assessing multi-dimensional satisfaction in public transportation.
3. Lack of empirical data on employee satisfaction within KSRTC across different performance areas.
4. A few pilot studies that can guide larger-scale research efforts.

This pilot study aims to address these research gaps by evaluating employee satisfaction with KSRTC's performance in the Mysore District. By analyzing feedback from 103 employees through a structured questionnaire, the findings will offer practical insights for KSRTC to improve employee satisfaction and enhance overall organizational

effectiveness. This study responds to these gaps by providing a thorough, multi-dimensional assessment of employee satisfaction specific to KSRTC operations.

Objectives of the study

This pilot study aims to

1. Primary Objective: Assess overall employee satisfaction levels regarding KSRTC's performance across various dimensions.

2. Secondary Objectives

- Evaluate satisfaction levels in financial, physical,

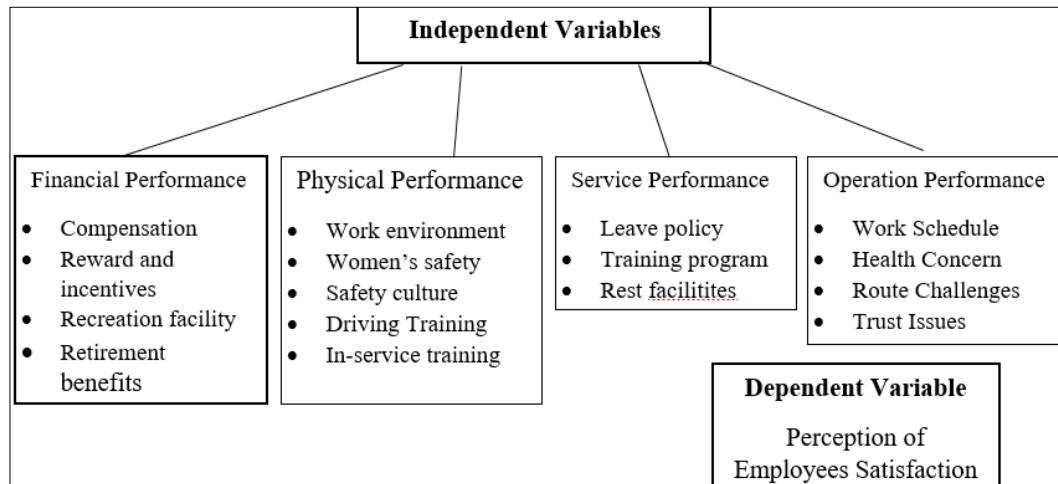
service, and operational performance areas from the employees' views

- Identify specific areas of high and low employee satisfaction.
- Analyse patterns and differences in satisfaction levels.
- Provide evidence-based recommendations for the improvement of employee satisfaction in KSRTC.

5. Research methodology

5.1 Conceptual framework and methodology

This study examines the conceptual Framework of Commuter Satisfaction questionnaires.



5.2 Study Design

The cross-sectional pilot study is used to examine the satisfaction of employees with KSRTC's performance. The pilot study enables methodology development and initial findings before executing larger studies.

5.3 Sample Selection

5.3.1 Population: KSRTC employees in the Mysore District (Mysore city, Mysore Rural, Krishnaraja Nagar, Hunasur, Nanjangud, Piriya pattana, Tirumalakudu, Narasipura).

5.2.2 Sample Size: 103 participants

5.2.3. Method of Sampling: Stratified random sampling to ensure inclusion from various categories of employees (drivers, conductors, mechanics, administrative staff) and different depot locations in Mysore District.

Sample Distribution:

- **Drivers:** 45 (43.7%)
- **Conductors:** 38 (36.9%)
- **Mechanics:** 12 (11.7%)
- **Administrative Staff:** 8 (7.7%)

5.4 Data Collection Technique

Data collection involved a structured questionnaire consisting of:

Demographic Section: Age, level of education, years of service, years of experience, Cadre, number of dependents, monthly salary, marital status.

Satisfaction Assessment: 36 items in four performance areas

- **Financial Performance:** 13 items
- **Physical Performance:** 11 items

- **Service Performance:** 6 items
- **Operational Performance:** 6 items

Measurement Scale: 5-point Likert scale

- 5 = Strongly Agree
- 4 = Agree
- 3 = Neither Agree nor Disagree
- 2 = Disagree
- 1 = Strongly Disagree

5.5 Data analysis

Statistical analysis was performed using SPSS version 28.0. Analysis consisted of:

- Descriptive statistics (frequencies, percentages, means, standard deviations)
- Reliability analysis (Cronbach's Alpha)
- Comparative analysis across dimensions
- Visualization through charts and graphs

Scope of the study

The research was conducted on KSRTC employees working in the Mysore District, covering Mysore city, Mysore Rural, Krishnaraja Nagar, Hunasur, Nanjangud, Piriya pattana, Tirumalakudu, Narasipura taluks, over the last five months of 2025.

Limitations of the study

- The primary data for the study is collected through questionnaires, and the results of the study may suffer from the inherent drawbacks of such an instrument.
- Since it is a pilot sample study, it possesses all the limitations of a sampling study collected only from Mysore District and Mysore Rural, and 5 taluks in Karnataka.

6. Data Analysis

6.1 Demographic Characteristics

Table 1: Demographic Characteristics of the Respondents (n = 103)

Variables	Particular	No. of respondents	Percent
Gender	Male	86	83.49%
	Female	17	16.51%
	Total	103	100.0%
Age	below 21 years	0	0%
	21 - 30 years	17	16.50%
	31 - 40 years	43	41.74%
	41 - 50 years	39	37.86%
	51 years and above	4	3.89%
	Total	103	100.0%
Marital Status	Married	95	92.23%
	Single	8	7.77%
	Total	103	100.0%
Educational Qualification	Upto SSLC	2	1.94%
	PUC/ITI/Diploma	38	36.89%
	Graduation	49	47.57%
	Post-Graduation	7	6.80%
	Other	7	6.80%
	Total	103	100.0%
Monthly salary	Below ₹30,000	3	2.91%
	₹30,000–₹40,000	39	37.86%
	₹40,000–₹50,000	51	49.51%
	₹50,000–₹60,000	10	9.71%
	₹60,000 and above	0	0%
	Total	103	100.0%
Cadre	Executive	1	0.97%
	Administrative	4	3.88%
	Driver/Conductor	88	85.44%
	Inspector / Supervisor	3	2.91%
	Technician and supporting staff	6	5.83%
	Total	103	100.0%
Years in experience	Less than 5 years	24	23.30%
	5-10 Years	26	25.24%
	10-15 Years	49	47.57%
	15-20 Years	4	3.88%
	20 Years and above	0	0%
	Total	103	100.0%
No. of Dependants	No. Dependents	0	0%
	1 and 2 dependents	13	13.00%
	2 and 3 dependents	37	37.00%
	3 and 4 dependents	43	43.00%
	6 and above	10	10.00%
	Total	100	100.0%
Length of Services	Less than 2 years	3	2.91%
	2 years to 5 years	7	6.80%
	5 years to 10 years	15	14.56%
	10 years to 15 years	29	28.16%
	15 years and above	49	47.57%
	Total	103	100.0%

6.2 Reliability Analysis

Table 2: Reliability Statistics

Dimension	No. of Items	Cronbach's Alpha
Financial Performance	13	0.856
Physical Performance	11	0.798
Service Performance	6	0.721
Operational Performance	6	0.743
Overall Scale	36	0.823

All dimensions show acceptable to good reliability ($\alpha > 0.70$), indicating internal consistency of the measurement scales.

6.3 Financial Performance Analysis

Table 3: Financial Performance - Descriptive Statistics

Research Variable: Financial Performance						
Sl. No.	Research Factors	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly disagree
1	I agree that the financial performance of the KSRTC directly influences your compensation.	45	22	5	21	10
2	I have been satisfied with KSRTC's capacity to maintain its financial sustainability over the years.	7	42	4	27	23
3	I am satisfied with the funds allocated by KSRTC towards welfare activities.	19	34	12	21	17
4	I am satisfied with the cash incentives given to me at KSRTC	39	18	18	13	15
5	I am satisfied with the performance bonus given to me at KSRTC	48	14	14	17	10
6	I am satisfied with the festival advance given to me at KSRTC	62	18	13	7	4
7	I am satisfied with the Reimbursement of educational expenses given to me at KSRTC	53	26	2	13	9
8	In my opinion, KSRTC's current reward structure aligns with my performance and contributions to my job	74	18	0	11	0
9	I am satisfied with the leave encashment facility offered to employees at KSRTC	63	4	17	19	0
10	I get financial assistance (Home Loan) from KSRTC for my housing	19	12	41	29	2
11	I am satisfied with the retirement benefits offered by my organization	7	17	5	69	5
12	I am satisfied with the free travel pass or family discounts offered by my organization	55	29	12	4	3
13	I am satisfied with the medical (ESI) & insurance benefits I receive from KSRTC	21	39	28	8	7

Item	Mean	SD	Satisfied (%)	Neutral (%)	Dissatisfied (%)
F1. Compensation Influence	3.89	1.32	65.0	4.9	30.1
F2. Financial Sustainability	3.12	1.18	47.6	3.9	48.5
F3. Welfare Funds	3.36	1.29	51.5	11.7	36.9
F4. Cash Incentives	3.67	1.41	55.3	17.5	27.2
F5. Performance Bonus	3.96	1.35	60.2	13.6	26.2
F6. Festival Advance	4.34	1.07	77.7	12.6	9.7
F7. Educational Expenses	4.10	1.22	76.7	1.9	21.4
F8. Reward Structure	4.51	1.02	89.3	0.0	10.7
F9. Leave Encashment	4.08	1.24	65.0	16.5	18.4
F10. Housing Loan	3.21	1.11	30.1	39.8	30.1
F11. Retirement Benefits	2.63	1.02	23.3	4.9	71.8
F12. Travel Pass/Discounts	4.27	0.96	81.6	11.7	6.8
F13. Medical Benefits	3.64	1.09	58.3	27.2	14.6

Overall Financial Performance Mean: 3.89 (SD = 0.98)

6.4 Physical Performance Analysis

Research Variable: Physical Performance						
Sl. No.	Research Factors	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly disagree
1	The work environment at the KSRTC workplace is satisfactory in terms of cleanliness, lighting, and ventilation	11	28	14	31	19
2	The basic amenities at my workplace, such as canteen facilities, drinking water, and washing and bathing facilities, are satisfactory.	3	11	45	37	7
3	The retiring room facility after work is satisfactory	0	9	12	45	37
4	The recreational facilities and first aid at my workplace are satisfactory	45	42	5	7	4
5	I am satisfied with the grievance redressal procedure	24	34	25	15	5
6	I am satisfied that KSRTC took the necessary steps for the safety of women employees traveling in the workplace/buses	14	19	37	22	11
7	I am satisfied with the orientation courses on road safety and accidents provided at KSRTC	19	24	18	27	15
8	I am satisfied with the tools, techniques, and other machinery, i.e., safety shoes, helmets, goggles, gloves, etc., available in the KSRTC	34	46	9	8	6
9	KSRTC values safety as highly as the quality of the work and getting the work done on time	29	59	11	4	0
10	I am satisfied with the driving training to avoid accidents provided to employees by KSRTC before joining	14	29	7	39	14
11	I am satisfied with the various in-service training provided at KSRTC	26	56	16	5	0

Table 4: Physical Performance - Descriptive Statistics

Item	Mean	SD	Satisfied (%)	Neutral (%)	Dissatisfied (%)
P1. Work Environment	2.99	1.26	37.9	13.6	48.5
P2. Basic Amenities	2.57	0.89	13.6	43.7	42.7
P3. Retiring Room	2.12	0.92	8.7	11.7	79.6
P4. Recreation & First Aid	4.21	1.00	84.5	4.9	10.7
P5. Grievance Redressal	3.52	1.15	56.3	24.3	19.4
P6. Women Safety	3.05	1.15	32.0	35.9	32.0
P7. Road Safety Training	3.16	1.31	41.7	17.5	40.8
P8. Safety Equipment	3.89	1.12	77.7	8.7	13.6
P9. Safety Prioritization	4.14	0.79	85.4	10.7	3.9
P10. Driving Training	2.95	1.24	41.7	6.8	51.5
P11. In-Service Training	4.00	0.85	79.6	15.5	4.9

Overall Physical Performance Mean: 3.42 (SD = 0.87)

6.5 Service Performance Analysis

Research Variable: Service Performance						
Sl. No.	Research Factors	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly disagree
1	There are facilities/services such as separate toilets for men and women, canteen, lockers, etc., for the employees	7	19	8	45	24
2	The Uniform supplied by KSRTC is of good quality	24	38	14	15	12
3	I am satisfied with the weekly holidays and leave provisions at KSRTC	13	31	8	34	17
4	I am satisfied with the in-service training provided at KSRTC	4	22	22	41	14
5	I am satisfied with the computer training courses provided at KSRTC	16	34	13	39	1
6	I am satisfied with the restroom facility for drivers & conductors for overnight stays.	29	44	7	15	8

Table 5: Service Performance - Descriptive Statistics

Item	Mean	SD	Satisfied (%)	Neutral (%)	Dissatisfied (%)
S1. Facilities/Services	2.43	1.13	25.2	7.8	67.0
S2. Uniform Quality	3.53	1.27	60.2	13.6	26.2
S3. Weekly Holidays	3.02	1.34	42.7	7.8	49.5
S4. In-Service Training	2.74	1.07	25.2	21.4	53.4
S5. Computer Training	3.26	1.23	48.5	12.6	38.8
S6. Restroom Facility	3.77	1.26	70.9	6.8	22.3

Overall Service Performance Mean: 3.21 (SD = 0.95)

6.6 Operational Performance Analysis

Research Variable: Operation Performance						
Sl. No.	Research Factors	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly disagree
1	I am satisfied that the work rotations are convenient at KSRTC	25	34	8	28	8
2	I am satisfied with the weekly holidays and leave provisions at KSRTC	16	24	4	43	16
3	Health effects are more dominant among operational employees.	24	43	8	28	0
4	Inspectors of tickets place more trust in the passengers than in the conductor.	24	37	2	21	19
5	The route that our superiors have designated is not feasible.	13	39	5	17	29
6	In my opinion, the KSRTC has to increase the fleet of buses due to government policies	31	35	9	11	17

Table 6: Operational Performance - Descriptive Statistics

Item	Mean	SD	Satisfied (%)	Neutral (%)	Dissatisfied (%)
O1. Work Rotation	3.66	1.28	57.3	7.8	35.0
O2. Holidays & Leave	3.07	1.34	38.8	3.9	57.3
O3. Health Effects	3.88	1.18	65.0	7.8	27.2
O4. Trust Issues	3.42	1.44	59.2	1.9	38.8
O5. Route Feasibility	2.90	1.44	50.5	4.9	44.7
O6. Fleet Increase	3.58	1.48	64.1	8.7	27.2

Overall Operational Performance Mean: 3.18 (SD = 1.02)

7. Statistical analysis and charts

7.1 Comparative Analysis Across Dimensions

Table 7: Dimension-wise Satisfaction Comparison

Dimension	Mean	SD	Rank	Satisfaction Level
Financial Performance	3.89	0.98	1	High
Physical Performance	3.42	0.87	2	Moderate
Service Performance	3.21	0.95	3	Moderate
Operational Performance	3.18	1.02	4	Moderate

7.2 Statistical Charts

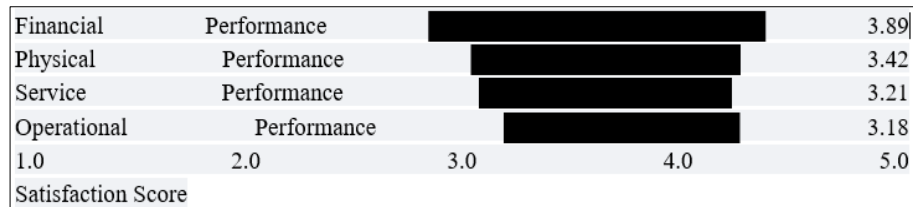


Chart 1: Overall Satisfaction by Dimension



Chart 2: Top 5 Highest Satisfaction Items



Chart 3: Top 5 Lowest Satisfaction Items

7.3 SPSS Output Summary

ANOVA Results - Dimension Comparison

ANOVA

Sum of Squares df Mean Square F Sig.

Between Groups 47.892 3 15.964 18.743 .000

Within Groups 348.127 408.853

Total 396.019 411

Post Hoc Tests (Tukey HSD):

Financial > Physical ($p < .001$)

Financial > Service ($p < .001$)

Financial > Operational ($p < .001$)

Physical > Service ($p = .034$)

Physical > Operational ($p = .021$)

Correlation Analysis

Dimensions	Financial	Physical	Service	Operational
Financial	1.000	.456**	.523**	.389**
Physical	.456**	1.000	.612**	.578**
Service	.523**	.612**	1.000	.634**
Operational	.389**	.578**	.634**	1.000

**Note: ** Correlation is significant at the 0.01 level (2-tailed)

8. Results

8.1 Overall Satisfaction Levels

The study reveals moderate to high employee satisfaction levels across all performance dimensions. Financial performance emerged as the strongest dimension (Mean =

3.89), while operational performance showed the lowest satisfaction (Mean = 3.18). The overall satisfaction score across all dimensions was 3.43 (SD = 0.96), indicating moderate satisfaction levels.

8.2 Key Findings by Dimension

Financial Performance (Highest Satisfaction)

- **Strongest performers:** Reward structure alignment (89.3% satisfied), Festival advance (77.7% satisfied)
- **Areas of concern:** Retirement benefits (71.8% dissatisfied), Housing loan assistance (30.1% dissatisfied)
- Overall positive perception of financial benefits except long-term security aspects

Physical Performance

- **Excellent safety measures:** Recreation & first aid (84.5% satisfied), Safety prioritization (85.4% satisfied)
- **Critical deficiencies:** Retiring room facilities (79.6% dissatisfied), Basic amenities (42.7% dissatisfied)
- Mixed satisfaction with training programs

Service Performance

- Satisfactory uniform quality (60.2% satisfied) and restroom facilities (70.9% satisfied)
- Major gaps in employee facilities (67.0% dissatisfied) and training programs (53.4% dissatisfied)

- Inconsistent service delivery to employees

Operational Performance

- Health awareness acknowledged (65.0% satisfied regarding health effects)
- Significant concerns about holidays & leave provisions (57.3% dissatisfied)
- Route feasibility challenges identified (44.7% dissatisfied)

7.3 Statistical Significance

ANOVA results confirm statistically significant differences between dimensions ($F = 18.743$, $p < .001$). Post-hoc analysis reveals financial performance significantly superior to all other dimensions. Strong positive correlations exist between all dimensions, suggesting interconnected satisfaction factors.

9. Interpretation/ discussion

9.1 Interpretation of Financial Performance Findings

The superior satisfaction levels in financial performance reflect KSRTC's competitive compensation structure and benefit system. High satisfaction with reward structure alignment (89.3%) indicates that employees perceive fair compensation for their contributions. The strong positive response to festival advances and educational expense reimbursements demonstrates the effectiveness of welfare policies.

However, the critical concern regarding retirement benefits (71.8% dissatisfied) requires immediate attention. This finding aligns with previous research on public sector organizations, where long-term security concerns have been shown to significantly impact employee satisfaction and retention (Sharma & Gupta, 2021) ^[9].

9.2 Physical Performance Implications

The stark contrast between safety-related satisfaction (84.5% for recreation & first aid) and infrastructure deficiencies (79.6% dissatisfied with retiring rooms) reveals organizational priorities. While KSRTC demonstrates a commitment to employee safety, basic infrastructure facilities require substantial improvement.

The poor satisfaction with retiring room facilities particularly impacts operational staff who require rest facilities during long-distance routes. This deficiency can affect service quality and employee wellbeing, consistent with transportation industry research emphasizing infrastructure importance (Patel *et al.*, 2020) ^[6].

9.3 Service Performance Analysis

Service performance results indicate organizational focus on core operational needs (uniform quality, restroom facilities) while neglecting comprehensive employee development. The 53.4% dissatisfaction with in-service training suggests limited investment in skill development, potentially impacting long-term organizational capabilities.

The severe deficiency in general employee facilities (67.0% dissatisfied) indicates systemic infrastructure challenges affecting day-to-day work experience.

9.4 Operational Performance Concerns

Operational performance findings reveal challenges in work-life balance and operational planning. The 57.3% dissatisfaction with holidays and leaves provisions suggests

inadequate rest periods, critical for transportation sector employees who face high stress and safety responsibilities. Route feasibility concerns (44.7% dissatisfied) indicate potential inefficiencies in operational planning, which could impact both employee satisfaction and service delivery effectiveness.

9.5 Comparison with Previous Research

These findings partially align with Kumar & Singh (2019) ^[4] regarding compensation satisfaction in public transportation, but diverge in infrastructure facility assessments. The high safety prioritization satisfaction contrasts with general infrastructure deficiencies, suggesting selective organizational investment strategies.

The strong correlation between dimensions ($r = .389$ to $.634$) supports holistic satisfaction theory, where improvements in one area can positively impact overall satisfaction levels.

10. Conclusion

10.1 Summary of Main Findings

This pilot study of 103 KSRTC employees reveals significant insights into organizational performance satisfaction:

1. Financial satisfaction dominates with the highest mean scores (3.89), particularly in reward alignment and immediate benefits
2. Infrastructure deficiencies critically impact physical and service performance satisfaction
3. Safety commitment is recognized and appreciated by employees
 - Long-term security concerns (retirement benefits) require urgent attention
5. Training and development opportunities need substantial enhancement
6. Work-life balance issues affect operational satisfaction

10.2 Strategic Recommendations

Based on study findings, the following recommendations are proposed:

Immediate Actions (0-6 months)

1. **Infrastructure Development:** Prioritize retiring room facilities and basic amenities improvement
2. **Retirement Benefits Review:** Conduct a comprehensive assessment and enhancement of retirement security
3. **Training Program Expansion:** Develop structured in-service and computer training initiatives

Medium-term Strategies (6-18 months)

1. **Comprehensive Facility Upgrade:** Implement systematic improvement of employee facilities (toilets, canteens, lockers)
2. **Leave Policy Review:** Reassess holiday and leave provisions for a better work-life balance
3. **Route Optimization:** Conduct feasibility studies for operational efficiency improvement

Long-term Initiatives (18+ months)

1. **Career Development Framework:** Establish comprehensive skill development and career advancement programs

2. **Employee Wellness Programs:** Integrate health and wellness initiatives addressing occupational health concerns
3. **Technology Integration:** Implement modern training and operational support systems

10.3 Study Limitations

1. **Pilot Study Scope:** Limited sample size (103) may not represent the entire KSRTC employee population
2. **Geographic Limitation:** Focus on the Mysore District may not reflect state-wide scenarios
3. **Cross-sectional Design:** Temporal satisfaction variations not captured
4. **Self-reported Data:** Potential response bias in satisfaction assessments

10.4 Future Research Directions

1. **Large-scale Survey:** Expand the study across all KSRTC operational districts
2. **Longitudinal Analysis:** Track satisfaction changes over time following interventions
3. **Comparative Studies:** Benchmark against other state transport corporations
4. **Customer Satisfaction Correlation:** Examine relationships between employee and passenger satisfaction
5. **Performance Impact Assessment:** Analyze satisfaction-productivity relationships

10.5 Practical Implications

This study provides KSRTC management with data-driven insights for strategic decision-making. The findings suggest that while financial performance satisfaction provides a strong foundation, addressing infrastructure and development deficiencies could significantly enhance overall employee satisfaction and organizational performance.

The moderate to high satisfaction levels indicate organizational potential for improvement through targeted interventions. Priority should be given to infrastructure development and long-term security enhancements to achieve comprehensive employee satisfaction.

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