

## JOB SATISFACTION AND JOB STRESS AMONG TNSTC WORKERS IN TIRUNELVELI BRANCH

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### **Abstract**

*Stress in the workplace reduces the health well-being of workers and costs organizations billions of dollars each year in lost productivity and increased absenteeism. A stressful work environment can contribute to problems such as headache, stomachache, sleep disturbances, short temper and difficulty concentrating. Chronic stress can result in anxiety, insomnia, high blood pressure and a weakened immune system. It can also contribute to health conditions such as depression, obesity and heart disease. Compounding the problem, people who experience excessive stress often deal with it in unhealthy ways such as overeating, eating unhealthy foods, smoking cigarettes or abusing drugs and alcohol.*

*Transport work has been identified as one of the most stressful profession today. The reasons for that may be more work load, government rules and regulations. Working environment has a pronounced effect on stress. Time management, traffic congestions, accident fear, overcrowd, passenger misbehavior etc., may also lead to stress. The transportation sectors especially the public transport and its employees face plenty of problems and issues in their day to day life. The data needed for the study is both primary and secondary data. The study was done to find out the job stress and level of satisfaction of TNSTC workers towards each factor like compensation, working environment, career growth, management support, level of stress, and job satisfaction. A well-developed transport system has positive implications for access to health care, education and other basic needs. In the case of passenger road transport, meeting mobility requirements efficiently and addressing environmental and developmental concerns requires a great attention for efficient human resource management.*

**Keywords:** *Job Satisfaction, Job Stress, passenger, transport, working environment*

### **INTRODUCTION**

Transport plays an important role in the economic development of a nation. It is a nerve system of the country. Transport helps movement of persons and goods from one place to another. It also helps the growth and distribution of wealth. The development of trade and commerce mainly depend on the transports.

In recent decades, researchers have studied the relationship between job stress and physical illness. Examples include sleep disturbances, upset stomach and headache, as well as compromised relationships with family and friends. Other symptoms include:

Headaches  
High blood pressure  
Indigestion  
Insomnia  
Irritability  
Depression  
Short attention span  
Loss of appetite  
Procrastination

Increased use of alcohol and drugs  
Poor job performance

These signs are easy to recognize, but the effects of stress on chronic disease are less obvious because these ailments develop over time and can be caused by many different factors. Stress is the general term applied to the pressures people feel in life. The presence of stress at work is almost inevitable in many jobs. Stress also leads to physical disorders, because the internal body system changes to try to cope with stress. Some physical disorders are short range, such as stomach upset etc. Others are of longer- range, such as stomach ulcer. Stress over a prolonged time also leads to - degenerative disease of the heart, kidneys, both on and off the job, is kept at a level low enough for most people to tolerate without disorders.

The work of professional bus drivers and conductors is considered as extremely stressful. It is an environment over which they have no control whatsoever and is an atmosphere that wrecks their schedules, disrupts their home life, makes social activities of regular breaks.

### **STATEMENT OF THE PROBLEM**

Transport work has been identified as one of the most stressful profession today. The reasons for that may be more work load, government rules and regulations. Working environment has a pronounced effect on stress. Time management, traffic congestions, accident fear, overcrowd, passengers misbehavior etc., may also lead to stress.

The transport sectors especially the public transport and its employees are facing plenty of problems and issues in their day to day life. India's public road transport system is the most heavily utilized in the world. It is mostly run by government owned Transport Corporation, and comes under the preview of State Governments. In Tamilnadu Public Road Transport has still remained the primary and preferred mode of transport for most of the population. Buses take up over 90 per cent of Road public Transport in India, and serve as a cheap and convenient mode of transport. Therefore, the employees' level of job stress is vital for the safety and security of mass passenger population. Today's work environment demands more and more, therefore a certain level of stress is unavoidable and up to an acceptable level, stress can serve as a stimulus to enhance performance and productivity. However, when the level of stress is such that an individual is incapable of satisfactorily dealing with it, then the effect on performance may be negative. Therefore, of the level of stress is important.

Stress has become significant due to dynamic social factors and changing needs of life style. Cooper and Sutherland's research evidence indicates that a wide variety of workplace conditions because stress, strain or pressure. According to the WHO report job related stress in developing countries is often made worse by a broad spectrum of factors besides the work environment, external environment and individual factors. Therefore identification of factors influencing job stress is considered as important.

### **OBJECTIVES OF THE STUDY**

- ✓ To study the level of job satisfaction among TNSTC workers in Tirunelveli Branch.
- ✓ To measure the job stress among TNSTC workers in Tirunelveli Branch.
- ✓ To offer suggestions for removing the job stress among employees.
- ✓

### **METHODOLOGY**

The data needed for the study is both primary and secondary data. The primary data were collected through questionnaires and interviewing the respondents using the interview schedule. Secondary data were collected through Internet, magazines, journals and books from various libraries and inputs from employees in Tirunelveli branch. In this study, the researcher has selected 125 TNSTC workers in Tirunelveli branch.

### **LIMITATIONS OF THE STUDY**

The study is confined to transport corporation which are located in Tirunelveli branch only. So the results cannot be generalized. Personal bias of the respondents might have crept while answering a few questions in the structured questionnaire.

**ANALYSIS AND INTERPRETATION**

**Types of Family and Level of Job Satisfaction**

The level of job satisfaction among different types of family of TNSTC workers in Tirunelveli branch is presented in the table 1.

**Table 1**  
**Level of Job Satisfaction among Different Types of Family of TNSTC Workers**

Sl. No	Type of family	Level of job satisfaction			Total
		Low	Moderate	High	
1	Nuclear	14(11.2)	37(29.6)	18(14.4)	69(55.2)
2	Joint	20(16.0)	18(14.4)	18(14.4)	56(44.8)
	<b>Total</b>	<b>34(27.2)</b>	<b>55(44.0)</b>	<b>36(28.8)</b>	<b>125(100)</b>

Source: Primary data

Table 1 clearly shows that 29.6 per cent of the respondents belonging to nuclear family have moderate level of job satisfaction, about 16 per cent of the respondents belonging to joint family have low level of job satisfaction and 14.4 per cent of the respondents belonging to nuclear family have high level of job satisfaction and another 14.4 per cent of the respondents belonging to joint family have high level of job satisfaction.

In order to test whether there is any significant relationship between type of family of TNSTC workers and their level of job satisfaction, Chi-square test was applied with the null hypothesis as “there is no significant relationship between type of family of TNSTC workers and level of job satisfaction in Tirunelveli branch”. Table 2 reveals the result of Chi-square test.

**Table 2**  
**Types of Family and Level of Job Satisfaction-Chi-square Test**

Cell	O	E	(O-E)	(O-E) <sup>2</sup>	(O – E) <sup>2</sup> /E
R1C1	14	18.77	-4.77	22.75	1.21
R1C2	37	30.36	6.64	44.08	1.45
R1C3	18	19.87	-1.87	3.49	0.17
R2C1	20	15.23	4.77	22.75	1.49
R2C2	18	24.64	-6.64	44.08	1.79
R2C3	18	16.13	1.87	3.49	0.22
				<b>Total</b>	<b>6.33</b>

Degrees of freedom = (r-1) (c-1)  
 = (2-1) (3-1)  
 = 1×2 = 2

Calculated value of X<sup>2</sup> = 6.330 Degrees of freedom =2

Table value of X<sup>2</sup> at (5%) level= 5.990

Since the calculated value is higher than the table value, the null hypothesis is rejected. It shows that there is a significant relationship between types of family of TNSTC workers and level of job satisfaction. Hence, type of family is a significant variable having relationship with the level of job satisfaction.

**Job Stress among different age groups of TNSTC workers**

TNSTC workers of different age groups have different levels of job stress. Eighteen different job stress variables were identified and given in the table. The mean score of different age groups of TNSTC workers on each job stress variable was calculated separately. In order to find out the significant difference in job stress among different age groups of TNSTC workers, ANOVA was attempted with the null hypothesis as, **there is no significant difference in job stress among different age groups of TNSTC workers in Tirunelveli branch.** The mean score of the different age groups of TNSTC workers on the job stress variables and the respective ‘F’ statistics are presented in Table 3.

**Table 3**  
**Job Stress among different age groups of TNSC workers - ANOVA**

Sl. No	Job Stress	Age Group (Mean Score)					F Statistics
		Below 25 years	25-35 years	35-45 years	45-55 years	Above 55 years	
1.	Heavy Work load	3.3571	3.7071	3.4308	3.8039	4.0000	2.847*
2.	Complexity of work	3.2143	3.5500	3.1385	3.5294	3.7308	2.780*
3.	Poor leadership	3.3929	3.1643	3.2615	3.1569	3.2308	0.430
4.	Poor working conditions	2.8929	3.0500	3.2454	2.9316	3.2287	1.343
5.	Low pay	3.3214	3.0071	3.1538	2.9020	3.1154	0.899
6.	Monotony of work	3.5714	2.9857	3.5077	3.1765	3.1538	4.288*
7.	Poor career prospects	3.2857	2.8214	3.0923	3.1373	3.2345	2.531*
8.	High Work pressure	2.3929	3.0017	3.1925	3.2157	2.9615	3.772*
9.	Discrimination	2.2500	2.8643	2.7385	3.0980	3.0385	3.470*
10.	Low social support	3.6786	3.0214	3.0154	2.8627	3.1923	3.291*
11.	Criticisms of Supervisors	3.3214	2.8357	3.0462	2.5490	2.7308	3.007*
12.	Too much of responsibility	3.5357	3.4857	3.2308	3.5098	3.6154	1.385
13.	Less participation in decision making	3.1786	3.1857	3.0977	3.2353	3.8077	3.128*
14.	Less liberty	3.2500	3.1286	3.0462	3.0784	3.7308	2.426*
15.	The work gets accumulated if any leave availed	3.7500	3.1357	3.0923	3.2745	3.5385	3.588*
16.	Often office work has to be taken home	3.1786	3.2714	3.0154	3.1961	3.7692	2.352
17.	I work more hours each week than I like	3.4643	3.1929	3.0308	3.0392	3.6923	2.814*
18.	Work responsibilities interfere with my social life	3.2768	3.1517	2.9692	2.8824	3.4231	1.466

**Source: Computed Data**

\*-Significant at 5 per cent level

From the above table, it is understood that the high job stress among the TNSC workers who are in the age group of below 25 years are due to the factors “The work gets accumulated if any leave availed” and “low social support” as the mean scores are 3.7500 and 3.6786 respectively. The table further clearly shows that the high job stress among the TNSC workers who are in the age group of 25 to 35 years are due to the factors “ heavy work load” and “complexity of work” as their mean scores are 3.7071 and 3.5500 respectively. The table further reveals that the high job stress among the TNSC workers who are in the age group of 35 to 45 years are due to the factors “monotony of work” and work load since the mean scores are 3.5077 and 3.4308 respectively. Further it is found that the high job stress among the TNSC workers who are in the age group of 45 to 55 years are ‘heavy work load’ and “complexity of work” as the mean scores are 3.8039 and 3.5294 respectively. Table further indicates that the high job stress among the TNSC workers who are in the age group of above 55 years are “heavy work load” and “low participation in decision making” as the mean scores are 4.0000 and 3.8077 respectively. A significant difference among the TNSC workers of different age groups were identified regarding the different job stress such as work load, complexity of work, monotony of work, poor career prospects, work pressure, discrimination, low social support,

Criticisms of supervisors, less participation in decision making, less liberty, the work gets accumulated if any leave availed and I work more hours each week than I like since the respective “F” statistics were significant at 5 per cent level.

**Job Stress among TNSTC workers of different educational qualification**

TNSTC workers of different educational qualifications have different levels of job stress. The mean score of different educational qualifications of TNSTC workers on each job stress variable was calculated separately. In order to find out the significant difference in job stress among TNSTC workers of different educational qualification, ANOVA was attempted with the null hypothesis as, **there is no significant difference in job stress among TNSTC workers of different educational qualification in Tirunelveli branch.** The resulted mean score of the different educational qualifications of TNSTC workers on the job stress variables and the respective ‘F’ statistics are presented in Table 4.

**Table 4**  
**Job Stress among TNSTC workers of different educational qualification - ANOVA**

Sl. No	Job Stress	Educational Qualification (Mean Score)			F Statistics
		School level	Under Graduation	Diploma	
1.	Heavy Work load	3.7381	3.5714	3.5000	1.303
2.	Complexity of work	3.4643	3.4365	3.3125	0.164
3.	Poor leadership	3.3393	3.0635	3.0000	3.520*
4.	Poor working conditions	3.2738	2.8492	2.7500	8.073*
5.	Low pay	3.2619	2.8333	2.6875	6.867*
6.	Monotony of work	3.2143	3.1746	3.1250	0.094
7.	Poor career prospects	3.0714	2.9683	2.6250	1.666
8.	High Work pressure	2.8750	3.1587	3.0625	3.259*
9.	Discrimination	2.7500	2.9688	2.6885	1.721
10.	Low social support	2.9643	3.2302	2.8750	2.743*
11.	Criticisms of Supervisors	2.8095	2.9444	2.8057	0.562
12.	Too much of responsibility	3.5357	3.3571	3.3857	1.649
13.	Less participation in decision making	3.3095	3.1667	2.8215	2.611*
14.	Less liberty	3.2976	3.0159	2.9375	3.178*
15.	The work gets accumulated if any leave availed	3.4524	3.0079	2.8125	10.088*
16.	Often office work has to be taken home	3.2857	3.2063	3.0145	0.598
17.	I work more hours each week than I like	3.2738	3.1270	3.0000	1.070
18.	Work responsibilities interfere with my social life	3.0893	3.0238	2.8750	0.408

Sl. No	Job Stress	Years of Experience (Mean Score)					F Statistics
		Below 5 years	5-10 years	10-15 years	15-20 years	Above 20 years	
1.	Heavy Work load	3.8043	3.6809	2.9500	3.9000	3.6765	7.258*
2.	Complexity of work	3.5217	3.5000	2.8500	3.6800	3.4412	4.326*
3.	Poor leadership	3.5543	2.9043	3.0000	3.4800	2.9706	8.241*
4.	Poor working conditions	3.0761	3.0106	3.1750	3.1800	2.9878	0.444
5.	Low pay	3.3370	2.7553	3.0000	3.4200	2.6765	6.228*

6.	Monotony of work	3.3875	2.9894	3.3750	3.3600	2.9118	2.820*
7.	Poor career prospects	3.2065	2.6809	3.0500	3.0200	3.2941	4.451*
8.	High Work pressure	2.9348	3.1170	2.7250	3.0154	3.1471	1.505
9.	Discrimination	2.8370	2.8404	2.7750	2.5600	3.2948	2.552*
10.	Low social support	3.3478	2.9894	2.6250	3.3000	2.7059	5.738*
11.	Criticisms of Supervisors	3.1630	2.6596	2.9250	3.0400	2.3235	5.400*
12.	Too much of responsibility	3.4783	3.4574	3.2250	3.4000	3.7057	1.402
13.	Less participation in decision making	3.2500	3.1489	2.8250	3.4800	3.4706	3.784*
14.	Less liberty	3.3913	3.0532	2.7500	3.3400	3.0882	3.567*
15.	The work gets accumulated if any leave availed	3.6630	2.9787	2.5750	3.4400	3.2948	13.690*
16.	Often office work has to be taken home	3.4891	3.2872	2.6750	3.2000	3.1471	4.210*
17.	I work more hours each week than I like	3.4457	3.2553	2.3500	3.2600	3.2945	9.378*
18.	Work responsibilities interfere with my social life	3.1413	3.1596	2.5750	3.0400	3.0882	2.751*

**Source: Computed Data**

\*-Significant at 5 per cent level

From the above table, it is understood that work load and too much responsibility cause high job stress among the TNSTC workers who have done only school level education as the mean scores are 3.7381 and 3.5357 respectively. The table further clearly shows that heavy work load and complexity of work because high job stress among the TNSTC workers who are under graduates as their mean scores are 3.5714 and 3.4365 respectively. The table further reveals that heavy work load and too much of responsibility cause high job stress among the TNSTC workers who are diploma holders since the mean scores are 3.5000 and 3.3857 respectively. A significant difference among the TNSTC workers of different educational qualifications was identified regarding the different job stress factors such as poor leadership, poor working conditions, low pay, work pressure, low social support, low participation in decision making, less liberty and the work gets accumulated if any leave availed since the respective “F” statistics were significant at 5 per cent level.

**Job Stress among TNSTC workers of different years of experience**

TNSTC workers of different years of experience have different levels of job stress. The mean score of different years of experience of TNSTC workers on each job stress variable was calculated separately. In order to find out the significant difference in job stress among TNSTC workers of different years of experience, ANOVA was attempted with the null hypothesis as, **there is no significant difference in job stress among TNSTC workers of different years of experience in Tirunelveli branch.** The mean scores for the job stress variables and the respective ‘F’ statistics are presented in Table 5.

**Table 5**

**Job Stress among TNSTC workers of different years of experience - ANOVA**

**Source: Computed Data**

\*-Significant at 5 per cent level

From the above table, it is understood that the factors of high job stress among the TNSTC workers who are having experience of below 5 years are heavy work load and the work gets accumulated if any leave availed as the mean scores are 3.8043 and 3.6630 respectively. The table further clearly shows that the factors of high job stress among the TNSTC workers who are having experience between 5 to 10 years are heavy work load and complexity of work as their mean scores are 3.6809 and 3.5000 respectively. The table further reveals that the factors of high job stress among

the TNSTC workers who are having experience between 10 to 15 years are monotony of work and too much of responsibility since the mean scores are 3.3750 and 3.2250 respectively. Further it is found that the factors of high job stress among the TNSTC workers who are having experience between 15 to 20 years are heavy work load and complexity of work as the mean scores are 3.9000 and 3.6800 respectively. Table further indicates that the factors of high job stress among the TNSTC workers who are having experience of above 20 years are too much of responsibility and heavy work load as the mean scores are 3.7059 and 3.6765 respectively. A significant difference among the TNSTC workers of different years of experience were identified regarding the factors of different job stress such as heavy work load, complexity of work, poor leadership, low pay, monotony of work, poor career prospects, discrimination, low social support, Criticisms of Supervisors, low participation in decision making, less liberty, the work gets accumulated if any leave availed, often the office work is taken to home, I work more hours each week than I like and work responsibilities interfere with my social life since the respective “F” statistics were significant at 5 per cent level.

**Job Stress among TNSTC workers of different nature of family**

TNSTC workers belong to different nature of family have different level of job stress. The mean scores for each job stress variable were calculated separately. In order to find out the significant difference in job stress among TNSTC workers of different nature of family, ‘t’ test was attempted with the null hypothesis as, **there is no significant difference in job stress among TNSTC workers of different nature of family in Tirunelveli branch.** The mean scores on the job stress variables and the respective ‘T’ statistics are presented in Table 6.

**Table 6**  
**Job Stress among TNSTC workers of different nature of family - ‘t’ test**

Sl. No	Job Stress	Nature of Family (Mean Score)		T Statistics
		Joint family	Nuclear family	
1.	Heavy Work load	3.6491	3.6633	0.124
2.	Complexity of work	3.3596	3.4949	1.111
3.	Poor leadership	3.0965	3.2755	1.608
4.	Poor working conditions	3.0175	3.1071	0.778
5.	Low pay	3.1140	3.0255	0.693
6.	Monotony of work	3.1053	3.2449	1.176
7.	Poor career prospects	2.9298	3.0510	1.044
8.	High Work pressure	3.2632	2.8469	3.778*
9.	Discrimination	3.0963	2.6837	3.384*
10.	Low social support	2.9561	3.1327	1.463
11.	Criticisms of Supervisors	2.7105	2.9592	1.966
12.	Too much of responsibility	3.5357	3.4031	1.257
13.	Less participation in decision making	3.1667	3.2602	0.865
14.	Less liberty	2.8947	3.3214	3.602*
15.	The work gets accumulated if any leave availed	3.1316	3.3010	1.513
16.	Often office work has to be taken home	3.1053	3.3163	1.655
17.	I work more hours each week than I like	3.0789	3.2704	1.597
18.	Work responsibilities interfere with my social life	3.0351	3.0612	0.219

**Source: Computed Data**

\*-Significant at 5 per cent level

From the above table, it is understood that heavy work load and too much of responsibility are the factors of high job stress among the TNSTC workers who belong to joint family as the mean scores are 3.6491 and 3.5357 respectively. The table further clearly shows that heavy work load and complexity of work are the factors of high job stress among the TNSTC workers who belong to nuclear family as their mean scores are 3.6633 and 3.4949 respectively. A significant difference among the TNSTC workers was identified regarding the different job stress such as high work pressure, discrimination and less liberty since the respective “T” statistics were significant at 5 per cent level.

**Job Stress among TNSTC workers of different size of the family**

TNSTC workers of different size of the family have different levels of job stress. The mean score of each job stress variable was calculated separately. In order to find out the significant difference in job stress among TNSTC workers of different size of the family, ANOVA was attempted with the null hypothesis as, **there is no significant difference in job stress among TNSTC workers of different size of the family in Tirunelveli branch.** The resulted mean scores on the job stress variables and the respective ‘F’ statistics are presented in Table 7.

**Table 7**  
**Job Stress among different size of the family of TNSTC workers - ANOVA**

Sl. No	Job Stress	Size of the Family (Mean Score)				F Statistics
		Below 3 members	3-5 members	5-7 members	Above 7 members	
1.	Heavy Work load	3.8947	3.5939	3.7000	3.5926	1.098
2.	Complexity of work	3.6579	3.4121	3.3750	3.5556	0.816
3.	Poor leadership	3.2368	3.1939	3.2500	3.1481	0.111
4.	Poor working conditions	2.9211	3.1394	3.0250	3.0370	0.634
5.	Low pay	3.0424	3.1250	3.1481	3.0581	0.375
6.	Monotony of work	2.9474	3.2485	3.2375	3.0741	1.096
7.	Poor career prospects	2.7895	3.0242	3.0875	2.9630	0.829
8.	High Work pressure	2.9127	2.9152	3.3000	2.7407	3.921*
9.	Discrimination	2.8421	2.7273	3.1125	2.6667	2.702*
10.	Low social support	3.1579	3.1939	2.7875	3.0000	3.014*
11.	Criticisms of Supervisors	2.6842	2.9030	2.8625	2.9259	0.450
12.	Too much of responsibility	3.7632	3.3636	3.5625	3.2222	3.140*
13.	Less participation in decision making	3.0526	3.2545	3.3250	3.0000	1.366
14.	Less liberty	3.2632	3.2000	3.1375	2.8889	0.851
15.	The work gets accumulated if any leave availed	3.2105	3.2242	3.3500	3.0370	0.790
16.	Often office work has to be taken home	2.9211	3.3697	3.2375	2.8889	2.870*
17.	I work more hours each week than I like	3.1842	3.3394	3.0375	2.8519	2.803*
18.	Work responsibilities interfere with my social life	2.8124	3.0303	3.2250	2.9630	1.431

**Source: Computed Data**

\*-Significant at 5 per cent level

From the above table, it is understood heavy work load and too much of responsibility are the factors of high job stress among the TNSTC workers who belong to the family size of below 3



members as the mean scores are 3.8947 and 3.7632 respectively. The table further clearly shows that heavy work load and often taking the office work to home are the factors of high job stress among the TNSTC workers who belong to the family size of 3-5 members as their mean scores are 3.5939 and 3.3697 respectively. The table further reveals that the heavy work load and too much of responsibility are the factors of high job stress among the TNSTC workers who belong to the family size of 5-7 members since the mean scores are 3.7000 and 3.5625 respectively. Further it is found that heavy work load and complexity of work are the factors of high job stress among the TNSTC workers who belong to the family size of above 7 members as the mean scores are 3.5926 and 3.5556 respectively. A significant difference among the TNSTC workers of different size of the family were identified regarding the factors of different job stress such as high work pressure, discrimination, low social support, too much of responsibility, often office work is to taken home and I work more hours each week than I like since the respective “F” statistics were significant at 5 per cent level.

## SUGGESTIONS

Everyone who has ever held a job has, at some point, felt the pressure of work-related stress. Any job can have stressful elements. In the short-term, employees may experience pressure to meet a deadline or to fulfill a challenging obligation. But when work stress becomes chronic, it can be overwhelming — and harmful to both physical and emotional health. Few suggestions to overcome job stress among drivers and conductors TNSTC workers are put forth.

- ✓ The employees need periodic refreshment programme to resolve their issues. These programmes may help them to overcome the stress in their job and may enable them to concentrate more in their job and it can also reduce the accidents.
- ✓ The corporation may set up hospitals for their own employee’s and their dependents. Services in the hospitals may be provided at subsidized rates. It can be useful to reduce their health problems including problems of stress. It will ensure more commitment and involvement in their jobs.
- ✓ The corporation needs to think about providing additional training to the drivers and conductors to reduce their stress.

## CONCLUSION

The study was carried out to find out the job stress and the level of satisfaction of TNSTC workers towards various factors like scale of pay, compensation, working environment, career growth and management support. A well developed transport system has positive implications for access to health care, education and other basic needs. In the case of passenger road transport, meeting mobility requirements efficiently and addressing environmental and developmental concerns requires a great attention for efficient human resource management.

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