

## JOB SATISFACTION LEVEL & OPINION OF EMPLOYEES - A CASE STUDY OF VRL COMPANY, HUBLI

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### *Abstract*

The job satisfaction goes beyond the organization setting when the employees are happy with their jobs. They live away from jobs will be better off. In contrast the unsatisfied employees carry that negative attitude home. But when VRL company provides better facilities like good working environment, remuneration and other necessities to its employees the VRL Company also can get best reward for it in the form of increased turnover and if it doesn't provides any good necessary facilities to their employees it also will suffer a lot. In the form of low turnover, increase absences and increase in other costs. When the VRL Company keeps good relationships with its employees, then only it can achieve the organizational goals. Success of any organization depends on the management of human resources. It is the responsibility of human resource management to convert the human resources studies in the growth pattern of advance countries have shown that quality and utilization of personal has been the vital factor for increasing the pace of economic growth. So employee's satisfaction in job is very important factor. Human resources are paramount importance in the success of any organization. Most of the problems in organizational environment are human and social, rather than physical, technical or economic nature. Failure to understand this creates problems and losses in an enterprise. To know the level of satisfaction at VRL, the survey of employees has been conducted.

Key words: Job satisfaction, Human Resource Management,

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## Introduction

Job satisfaction is one's feelings towards one's job. It has often been said that a happy employee is a productive employee and a happy employee must be satisfied with his job. Since most people spend nearly half of the working lives at work. Job satisfaction usually indicates or results necessary for contentment and happiness. Job satisfaction results from the employee's perception that the job content and content actually provides what an employee value in the work situation. Job satisfaction is a collection of attitudes about specific factor of the job. Employees can be satisfied with same elements of the job while simultaneously dissatisfaction with others. Job satisfaction is an important variable to consider when evaluating an organization success.

## Statement of the problem

The job satisfaction goes beyond the organization setting when the employees are happy with their jobs. They live away from jobs will be better off. In contrast the unsatisfied employees carry that negative attitude home. But when VRL company provides better facilities like good working environment, remuneration and other necessities to its employees the VRL Company also can get best reward for it in the form of increased turnover and if it doesn't provides any good necessary facilities to their employees it also will suffer a lot. In the form of low turnover, increase absences and increase in other costs. When the VRL Company keeps good relationships with its employees, then only it can achieve the organizational goals.

## Objectives of the study

1. To assess the job satisfaction level of the employees.
2. To examine the facilities provided by the VRL company to their employees.
3. To know the various methods adopted in improving the quality of employees.

## Methodology:

### Sources of data:

The present study is based on both primary and secondary data. The primary data are collected from 50 sample respondents through questionnaires, personal interview schedule. The secondary are collected from the records of VRL Company in addition, to this relevant

information you this study is also collected from the various sources the like books, journals, internet and periodicals.

### Sample size

The sample size consists of 50 employees. The size of employees in VRL is very large in Hubli, hence the researcher has taken 50 employees as employees.

### Tools and Techniques

For meaningful presentation of both primary and secondary data the study used various statistical tools such as table etc.

### Profile of the VRL Company

VRL are one among the largest road transport operators in Karnataka. It is having the total turnover worth of Rs 600 crore. Its road transport and courier services accounting for a turnover of Rs. 400 crore, media division accounts for a turnover of close to Rs 200 crore. VRL currently runs a 1600-strong fleet across India. Apart from this, the group under Vijayananda Printers Ltd runs publications in Kannada and English, mainly catering to the regional market. **VRL Group** of companies is one of the leading business group of Karnataka state, India. The company has its headquarters at Hubli ( Hubballi in Kannada ). The Group has business interests in road transportation, logistics, publishing, booking of tickets for different modes of transports like aeroplanes buses etc. VRL is an abbreviation of Vijayanand Roadlines Limited. The company was started by Vijay Sankeshwar in 1976 at Gadag. Vijay Sankeshwar's family was into business of publishing books and guides for students. He entered into business of road transport to ferry goods and cargo by the name of VRL. VRL later started private bus services in between cities and towns of Karnataka, which were later expanded to other states of India ( Bharath ). The bus services became popular because of punctuality and cleanliness maintained by VRL. That was the same reason behind its popularity of logistics business also. The VRL has wide network of branches through out South India and Maharashtra. Vijay Sankeshwar started Vijaya Karnataka a Kannada language daily newspaper and Usha Kiran also in Kannada published by VPL. VPL ie; Vijay Printers Limited a subsidiary of VRL also published an English daily called Vijay Times. These newspapers were later sold to Times of India group. Vijay Sankeshwar was also

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Member of Parliament (Loksabha) from north Dharwad constituency. VRL has a well established network across the country, with a fleet size of more than 2,500 vehicles and over 2,100 offices. VRL is primarily engaged in the goods transportation and logistics services business; the company also operates a fleet of buses for passenger transport. The company recently ventured into the wind power generation and air charter businesses. VRL, which commenced operations as a proprietary concern in 1976, has a well-established network across the country, comprising 799 owned branches and 1,387 exclusive franchisee offices, and a fleet of 2,486 trucks and 197 buses. In addition, it also has 43 transshipment hubs, which facilitate the hub and spoke business model. Founded in 1976 by Mr. Vijay Sankeshwar in Gadag, a small town in North Karnataka with a single truck and a vision that was way ahead of its time. VRL soon expanded its service to Bangalore, Hubli and Belgaum. From this humble beginning VRL has grown into a nationally renowned logistics and transport company which is currently the largest fleet owner in India with a fleet of 2829 Vehicles (Including 256 tourist buses & 2573 Goods Transport Vehicles) as of 30th Sept 2010. VRL finds mentioned in the limca book of record as a Single largest fleet owner of commercial vehicles in india in the private sector. Over the years VRL has pioneered in providing a safe and reliable delivery network in the field of parcel service. It has spread its operations to Courier Service, Express Cargo & Air Chartering to meet the growing demand of the burgeoning customer base.

### **Data analysis and interpretation**

Success of any organization depends on the management of human resources. It is the responsibility of human resource management to convert the human resources studies in the growth pattern of advance countries have shown that quality and utilization of personal has been the vital factor for increasing the pace of economic growth. So employee's satisfaction in job is very important factor. Human resources are paramount importance in the success of any organization. Most of the problems in organizational environment are human and social, rather than physical, technical or economic nature. Failure to understand this creates problems and losses in an enterprise. To know the level of satisfaction at VRL, the survey of employees has been conducted. The data is being presented with analysis and interpretation.

**Table 1: salary of the respondent**

Description	Frequency	Percentage
Below 5000	5	10%
5000<7500	20	40%
7500<10000	20	40%
Above 10000	5	10%
Total	50	100%

Source: Field survey

From the table 1 reveals that out of 50 employees around 10% of employees are having below 5000 rupees per month, around 40% of employees having 5000-7500 Rs per month, around 40% of employees having 7500-10000 Rs per month, around 10% of employees having above 10000 Rs per month.

**Table 2: Qualification of the respondent**

Description	Frequency	Percentage
Post graduation	5	10%
Graduation	10	20%
P.U.C	20	40%
S.S.L.C	5	10%
Technical	10	20%
Total	50	100%

Source: Field survey

From the table 2, it is clear that around 10% have completed PG, 20% have completed graduation, 40% have completed P.U.C, 10% have completed S.S.L.C and 20% of employees belong to technical education.

**Table 4.3: Length of service**

Description	Frequency	Percentage
Below 10 years	20	40%
10-20 years	13	26%
Above 20 years	17	34%
Total	50	100%

Source: Field survey

From the table 3, It is clear that around 40% of the employees are having below 10 years of experience, around 26% of employees are having 10-20 years of experience, and around 34% of employees are having more than 20 years of experience.

**Table 4: Age of the respondent**

Description	Frequency	Percentage
Below 20 years	20	40%
20-30 years	13	26%
More than 30 years	17	34%
Total	50	100%

Source: Field survey

From the table -4, it is clear that 40% of employees are below 20 years of age, around 26% of employees belong to the age group of 20-30 years and 34% of employees belong to the age group of more than 20 years.

**Table 4.5: Awareness about job profile/roles and responsibilities**

Description	Frequency	Percentage
Yes	45	90%
No	5	10%
Total	50	100%

Source: Field survey

From the table -5, it is clear that 90% of employees say yes, and around 10% employees say that No regarding job profile.

**Table 6: satisfaction about promotion policy**

Description	Frequency	Percentage
Yes	45	90%
No	5	10%
Total	50	100%

Source: Field survey

From the table -6, it is clear that 90% of employees say that Yes, and around 10% of employees say that No.

**Table 4.7: Priority ratio**

Description	Frequency	Percentage
Yes	50	100%
No	-	-
Total	50	100%

Source: Field Survey

From the table-7, it is clear that 100% of employees say that Yes, around 0% of employees say that No regarding appraisal system prior to promotion, increments, job rotation, transfers etc.

**Table-8: Satisfaction with the appraisal system adopted by the management**

Description	Frequency	Percentage
Yes	41	82%
No	9	18%
Total	50	100%

Source: Field survey

From the table -8, it is clear that 82% of employees say that yes, and around 18% of employees say that No regarding appraisal system adopted by management.

**Table-9: Satisfaction with the present job**

Description	Frequency	Percentage
Yes	25	50%
No	25	50%
Total	50	100%

Source: Field source

From the table -9, it is clear that 50% of employees say that yes, and around 50% of employees say that No regarding satisfied about present job.

**Table -10: Satisfaction in family life**

Description	Frequency	Percentage
Yes	25	50%
No	25	50%
Total	50	100%

Source: Field Survey

From the table -10, it is clear that 50% of employees say that Yes, and around 50% of employees say that No regarding satisfied about family life.

**Table 4.11: Performing job is repeating the same task over and again**

Description	Frequency	Percentage
Yes	48	96%
No	2	4%
Total	50	100%

Source: Field Survey

From the table-11, it is clear that 96% of employees say that Yes, and around 04% of employees say that No regarding performing job is repeating the same task over and again.

**Table -12: Job create any mental tension or pressure**

Description	Frequency	Percentage
Yes	36	72%
No	14	28%
Total	50	100%

Source: Field Survey

From the table -12, it is clear that 72% of employees say that Yes, and around 28% of employees say that No regarding mental tension or pressure.

**Table -13: Satisfaction about provident scheme and gratuity scheme**

Description	Frequency	Percentage
Yes	50	100%
No	-	-
Total	50	100%



Source: Field Survey

From the table -13, it is clear that 100% of employees say that Yes, and around 0% of employees say that No regarding satisfaction about provident fund.

**Table-14: Light even and sufficient at all time**

Description	Frequency	Percentage
Yes	50	100%
No	-	-
Total	50	100%

Source: Field Survey

From the table-14, it is clear that 100% of employees say that Yes, and around 0% of employees say that No.

**Table -15: Need of training to improve knowledge and intellectual skills**

Description	Frequency	Percentage
Yes	5	10%
No	45	90%
Total	50	100%

Source: Field Survey

From the table-15, it is clear that 10% of employees say that Yes, and around 90% of employees say that No regarding need of training to improve knowledge and intellectual skills.

**Table 16: Opinion about job interesting and challenging**

Description	Frequency	Percentage
Yes	19	38%
No	31	62%
Total	50	100%

Source: Field Survey

From the table -16, it is clear that 38% of employees say that Yes, and around 62% of employees say that No regarding Opinion about job interesting and challenging.

**Table 17: Utilization of knowledge and ability in job**

Description	Frequency	Percentage
Yes	20	40%
No	30	60%
Total	50	100%

Source: Field Survey

From the table -17, it is clear that 40% of employees say that Yes, and around 60% of employees say that No regarding utilization of knowledge and ability in job.

**Table 18: Satisfaction of work place**

Description	Frequency	Percentage
Yes	35	70%
No	15	30%
Total	50	100%

Source: Field Survey

From the table -18, it is clear that 70% of employees say that Yes, and around 30% of employees say that No regarding satisfaction of work place.

**Table 19: Opportunity to improve skill**

Description	Frequency	Percentage
Yes	8	16%
No	42	84%
Total	50	100%

Source: Field Survey

From the table -19, it is clear that 16% of employees say that yes, and around 84% of employees say that No regarding opportunity to improve skill.

**Table-20: Life insurance policy**

Description	Frequency	Percentage
Yes	50	100%
No	-	-
Total	50	100%

Source: Field Survey

From the table-20, it is clear that 100% of employees say that yes, and around 0% of employees say that No regarding life insurance policy.

**Table 21: Type of habits**

Description	Frequency	Percentage
Smoking	16	32%
Alcohol	10	20%
Gambling	4	8%
Nothing	20	40%
Total	50	100%

Source: Field Survey

From the table -21, it is clear that 32% of employees are having smoking habit, around 20% of employees are used alcohol, around 8% of employees are used to play gambling and around 40% of employees don't have any bad habits.

**Table 22: Satisfaction about continuous of work**

Description	Frequency	Percentage
Yes	25	50%
No	25	50%
Total	50	100%

Source: Field Survey

From the table -22, it is clear that 50% of employees say that Yes, and around 50% of employees say that No regarding satisfaction about continuous of work.

**Table 23: Company rule and regulations**

Description	Frequency	Percentage
Yes	48	96%
No	2	4%
Total	50	100%

Source: Field Survey

From the table -23, it is clear that 96% of employees say that Yes, and around 4% of employees say that No regarding company rules and regulation.

**Table 24: Overall satisfaction in the company at present**

Description	Frequency	Percentage
Highly satisfied	12	24%
Satisfied	21	42%
Neither satisfied nor dissatisfied	9	18%
Dissatisfied	8	16%
Highly dissatisfied	-	-
Total	50	100%

Source: Field Survey

From the table -24, it is clear that only 24% of the employees are highly satisfied considering everything about company, around 42% of the employees are satisfied, around 18% of the employees are neither satisfied nor dissatisfied considering everything about company and 16% employees are dissatisfied, and 0% of the employees are highly dissatisfied.

## Findings

- The Employees VRL Company Limited, Varoor, Hubli are 100% aware about their job profile, roles and responsibility and rules and regulations.
- 90% employees of VRL, Company Limited, Varoor, Hubli are not satisfied regarding promotion policy of the company.
- 90% employees are satisfied about performance appraisal system conducted by the company prior to Promotion, Increments, Job Rotation, etc
- 82% employees are satisfied about performance appraisal system adopted by the VRL Company.
- 50% employees are satisfied regarding their present job.
- 50% employees are satisfied in their family life.
- 96% job perform by the employees has repeating nature or repeat the same task over and again.

- 72% employees are fully free from mental tension or pressure.
- 100% employees are satisfied about PF and Gratuity Scheme adopted by the company.
- 100% employees are fully satisfied and happy about work place environment,
- The need of training is necessary wherever it is required.
- The company gives opportunity to improve the skills of the employees.
- According to the study most of the employees don't have any bad habits,
- The employees of VRL Company, Hubli are satisfied considering everything but not highly satisfied.

### Suggestions

- ❖ Company must adopt transparent & study promotion policy.
- ❖ Company provides recreational activities in the middle of work
- ❖ Company strictly gives promotion on the basis of performance of the employee.
- ❖ 4) Any suggestions given by the employee should properly be rewarded or to be replied to the concerned, as to what reason the particular suggestions not considered / recommended for reward, because a simple word of well wishes / appreciation towards the efforts motivates the mind of humans, which indirectly helps in the progress of the company.
- ❖ Education of employee's children can be encouraged through granting scholarship. Achievements of employees children, in co-curricular activities can be identified and encouraged by granting rewards and certificates to promote their educational qualities and skill in various fields and there by motivate the employee to work hardly, which indirectly helps in the progress of the company,
- ❖ Some gifts are to be given (of any worth value) to employee on good occasion.
- ❖ Encourage sports and cultural activities.
- ❖ Must adopt transparent appraisal system.

### Conclusion

The paper titled "JOB SATISFACTION OF EMPLOYEES - A CASE STUDY OF VRL COMPANY LIMITED, HUBLI" helped me to understand the Behavior of the employees at their work place and how much they are satisfied in their work. During the study I gained the immense knowledge pertaining to the employee's satisfaction regarding their work & how to get the work the employee without hurting them. During the study I also come to know that how to manage the human resource in a proper way.

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