

**Motivation, Morale and Job Satisfaction of Employees of State
Owned Public Sector Enterprises**
(A Study of RTDC LTD.)

***Dr. Om Prakash Sharma**

Abstract

This study covers all aspects and factors related with the motivational schemes, morale level and job satisfaction of employees of the RAJASTHAN TOURISM DEVELOPMENT CORPORATION Ltd. Additionally, personnel policies and practices adopted by this enterprise have also been discussed in this study. Working conditions and welfare activities along with motivational schemes have been highlighted in summarized manner. Causes of dissatisfaction and low level of morale of employees of the RTDC have also been described. At the end, some constructive suggestions to maintain the high level of satisfaction and morale of the employees have also been narrated.]

OBJECTIVES OF THE STUDY:

- To examine the role of Personnel Policies regarding the Job satisfaction, Morale and Motivation of employees of R T D C.
- To explore the factors responsible for deteriorating the Job satisfaction, Morale and Motivation of employees and to point out the important causes ploughing the healthy policies regarding satisfaction, Morale and Motivation in the Management of Corporation to take remedial measures wherever possible through modern management techniques.

RESEARCH METHODOLOGY:

To assess and evaluate the dimensional magnitude of the motivation, morale and job satisfaction of the employees of the RTDC Ltd., some important techniques & tools like - Canvassing Schedules & Questionnaires, Objectifying Personal Interview, Opinion Polls and Published Records, etc. have been used for collection of various data and information.

INTRODUCTION -

The motivation, morale and job satisfaction that individuals receive from their employment are largely dependent upon the extent to which the job and everything associated with it meet their

**Motivation, Morale and Job Satisfaction of Employees of State
Owned Public Sector Enterprises**

(A Study of RTDC LTD.)

Dr. Om Prakash Sharma

needs and wants. Many factors affect the level and degree of job satisfaction, morale and motivation of employees. Most frequently factors of them may be the content of the work; actual tasks performed and control of the work; supervision; organization and its management; opportunities for advancement; pay and other financial benefits; working conditions; job security etc. By discovering attitudes and opinions on matters related to the job, management can take corrective action and hopefully improve employee satisfaction, morale and motivation.

Rajasthan, being a frontier and desert State has occupied an important place in the Indian tourist map from the very beginning. Today it is the largest State of the Indian Union in the terms of its size, with an expanse of 3, 42, 000 sq. Kms. First, the Rajasthan Govt. established the Tourism Directorate in 1955 to provide security and modernize the historical, religious and traditional tourist places. After that it created Tourism, Art and Cultural Department. Further, Rajasthan Tourism Development Corporation Ltd. [RTDC] was established in April, 1979 as a public enterprise to provide facilities regarding residential, transportation, entertainment, dining to its increasing number of tourists. Because of successful efforts of the Corporation, only Rajasthan State is leading in our country in the field of Heritage Hotels. Considering the enormous huge tourism potentials of Rajasthan, the Tourism Sector has been declared as an INDUSTRY in 1992 by the State Govt.

The Personnel and General Administration Division of the RTDC is an important division which is responsible for the personnel, including their recruitment and administration matters. During my study of the working conditions at the Corporation, I contacted 115 selected employees of the Corporation. 75 of them were good enough to respond to the questionnaires. The result reveals that 24% employees are highly satisfied and 50.67% are satisfied. A total number of 75% employees feel satisfied with the existing working conditions. The Corporation fully adheres to the spirit of the provisions made under the Factory Act, 1948. 20% of the employees are less satisfied and the percentage of dissatisfied employees is as low as 5.33%. Thus nearly 2.33% of the employees are not fully satisfied.

The factors justifying the dissatisfaction can be enumerated as follows:

- The employees at the units are required to work eight hours a day at the units while at the Head Office the normal working hours are seven in the day.
- Shortage of staff, particularly at the Head Office and in the Units in general.
- Some time workers are assigned a job and simultaneously they are also deputed for another assignment which compels the workers to leave the previous job unfinished.

Various welfare measures like canteens, bathroom, drinking water arrangement, refreshment room, Latrines and urinals, shelters and restroom, crèches etc. are provided under welfare measures, as prescribed by the Factory Act. Of 1948.

As per act most of welfare these facilities are being provided by the Corporation. During the study the

Motivation, Morale and Job Satisfaction of Employees of State Owned Public Sector Enterprises

(A Study of RTDC LTD.)

Dr. Om Prakash Sharma

response sheets obtained from 75 employees out of 115 sampled employees reveals that these facilities are not properly maintained. According to the results merely 1.33% of the employees are fully satisfied with welfare facilities. This is a low of nature that people are never wholly satisfied with existing facilities. Since most the legal provision of the Factory Act is abided by the Corporation. Merely 57.33% employees are satisfied with the conditions being imposed on the expiry of a Corporation employee while on duty, while providing a suitable that the dependent should be given the employment impartially and without any undue delay. **The percentages of less – satisfied and not – satisfied employees are 28% and 13.34%. There are several sauces such as the absence of basic facilities like that of housing accommodation for the employees.**

The significant drawbacks related with the salary and wage structure of the Corporation are listed below:

- The Indian Tourism Corporation pays the central Govt. Prescribed salaries to its employees, but the R. T. D. C. does not allow the benefit of the pay scales to class 3 employees at the time of their appointments. It is only after their promotions that they become entitled to this pay scale.
- The Corporation has classified its employees into four categories. This classification is not based on pay scales, e.g. Assist. Manager is a class 2 post and Jr. Accountant is class 3 posts. Both however are in the same pay scales. It can be reasonably concluded that these anomalies generate malice and rancor becomes a source of irritation.
- No scheme for time bound promotions to the selection scales has yet been introduced for the Corporation employees.
- The Corporation has not provided the facility of LTC to the employees.
- It was also reported during the study that fresh candidates after completion of training at the food craft Institute are attached to the Hotels of the Corporation for practical training but they are not allowed any remuneration for their work.
- Since the success of an enterprise very much depends upon the team work, and co – operation of its employees, which in turn originates from the monetary and non – monetary incentives, therefore the problems of the employees of the Corporation deserve immediate attention of the Management and the Board of Directors.
- The Corporation distributes bonus to the workers at the rate of 8.33% of the total annual salary. The Corporation also provides city compensatory allowance, house rent allowance, and honorarium as payment of work performed and retirement benefits are as fringe benefits to the workers.

Motivation, Morale and Job Satisfaction of Employees of State Owened Public Sector Enterprises

(A Study of RTDC LTD.)

Dr. Om Prakash Sharma

- The Corporation has laid down certain standards of conduct for its employees and provided necessary measures for enforcing discipline amongst the employees under the R T D C employees' Conduct Discipline and Appeal Rules 1980.

Data collected during the study have been classified in four different classes and the number and percentage of all other items of information have been calculated. Classified data of the R T D C Ltd. can be tabulated in different tables. but I prepared some important tables from the primary information received through questionnaires and interviews.

Employees' Satisfaction on Inter-Personal Factors

(Figures in brackets show percentage)

S. NO	Relationship Complex	Fully satisfied	Somewhat satisfied	Least satisfied	No answer	Total
1.	Team spirit and co-operation of colleagues from own department	43 (61.0)	22 (31.8)	31 (4.4)	24 (2.8)	120 (100.0)
2.	Co-operation received from subordinate line staff	47 (59.1)	24 (34.1)	32 (4.4)	17 (2.4)	120 (100.0)
3.	General attitude of workers towards the officer and his work	36 (51.8)	28 (40.4)	18 (2.5)	38 (5.3)	120 (100.0)
4.	Co-operation from other heads of departments	32 (46.0)	31 (44.1)	46 (7.8)	11 (2.1)	120 (100.0)
5.	Consideration given by management to advice and suggestion	32 (46.7)	29 (42.0)	47 (6.6)	12 (4.7)	120 (100.0)
6.	Attitude of union leaders towards the officer and his work	29 (41.3)	30 (43.0)	48 (6.8)	13 (8.9)	120 (100.0)

FACTOR ANALYSIS OF ELEMENTS OF MORALE AT RTDC :

Factor 1 - Working conditions:

The most important factor, which tends to have a bearing on the morale of the employees, is the working conditions, which consisted of 3 variables related to the morale of the employees. This factor accounts for 11.88 % of the total variance.

Motivation, Morale and Job Satisfaction of Employees of State Owned Public Sector Enterprises

(A Study of RTDC LTD.)

Dr. Om Prakash Sharma

Factor 2 – Nature of work:

Morale tends to be low when the job provides no challenges and satisfaction and job standards are considered very high. Meaningful and satisfying job helps to improve morale of employees. This factor accounts for 11.34 % of the variance.

Factor 3 – Supervision:

Fair-minded leadership can build and maintain high morale. Such a leadership can win the confidence of employees through sympathetic and friendly behavior. This factor causes a variance of 9.95 % of the total variances.

Factor 4 – Interpersonal relationship

Factor 4 accounts for 8.89 % of the variance. When a worker is confident that his co-workers are loyal to him and will provide advice and assistance whenever necessary his morale is likely to be good. Confidence of individuals in the goals of the group and a feeling of togetherness and common goals tend to raise employee morale.

Factor 5 – Achievement and Status

Factor 5 accounts for 8.68 % of the variance. The factor consists of 2 variables that relate to achievement and status.

Factor 6 – Need Satisfaction

This factor accounts for 8.96 % of the variance. This factor consists of only one variable related to need satisfaction of employees.

Factor 7 – Job Security and Monetary Benefits

This factor is made of 3 variables that relate to job security and monetary benefits an employee gets. This factor accounts for 10.15 % of the variance.

Factor 8 – Employee Progress

This factor is made up of 3 variables that relate to employee progress and recognition. This factor causes a variance of 9.95 % of the total variance.

CONCLUSION: The RTDC Ltd. is a public enterprise established by Gov. of Rajasthan, it was incorporated on Nov.24, 1978. But it started functioning with effect from April, 1979. The Personnel Department of the Corporation is playing an important role to make the personnel policies more effective. Board of Directors are appointed in the Corporation by the Govt. of Rajasthan, who take decision for the Personnel Policies regarding to Job Satisfaction, Moral and Motivational Schemes of the Corporation. The Board of Directors ought to issue clear instructions to the Personnel Managers from time to time to implement the policies related with motivational schemes, incentives, morale

**Motivation, Morale and Job Satisfaction of Employees of State
Owned Public Sector Enterprises**

(A Study of RTDC LTD.)

Dr. Om Prakash Sharma

and job satisfaction. We are of the view that the Corporation ought to grant fair and due promotions and reap the full benefits of their efficiency and experience. Additionally, this is desirable policy of the Corporation that new posts are created to grant promotions to the employees.

***Lecturer
Department of Bus. Admn
Govt. College
Sumerpur, Pali (Raj.)**

REFERENCES:

- Morris, Laxmi : Managerial Compensation and Motivation in Public Enterprise, Oxford & IBH Publishing Company, New Delhi, 2003
- Pigors, Paul & Ccarles : Personnel Administration, Kogaku Sha A. Myers Company Ltd., (Asian Students Edition) Tokyo, 2001.
- Singh Dool & S. K. Porwal : Industrial Relation in Rajasthan, Research Programmed commit, planning Commission, Govt. of India, New Delhi, 1999.

Budget studies of Rajasthan –From 2002-2003 to 2012-2013

RT D C Limited, Annual Report & accounts- From 2002-2003 to 2012-2013.

Motivation, Morale and Job Satisfaction of Employees of State Owened Public Sector Enterprises

(A Study of RTDC LTD.)

Dr. Om Prakash Sharma