

A STUDY ON IMPACT OF DECISION MAKING ON EMPLOYEE JOB SATISFACTION AT TSRTC

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Abstract - This study examines the relationship between decision-making processes within the Telangana State Road Transport Corporation (TSRTC) and employee satisfaction levels. It identifies key factors influencing decision-making and their impact on employee morale, explores employee involvement in decision-making and its effect on empowerment and job satisfaction, and investigates the correlation between employee satisfaction levels and organizational performance indicators. Findings reveal significant gender and age disparities, with males comprising the majority and middle-aged individuals being prominent. Despite mixed perceptions of the decision-making culture, job satisfaction levels are generally high, particularly among those involved in decision-making processes. Statistical analysis indicates a moderate positive relationship between job satisfaction and satisfaction with the decision-making culture, suggesting that employee involvement in decision-making may enhance job satisfaction and empowerment. These findings highlight the potential for improving organizational decision-making practices to bolster employee morale and performance within TSRTC.

Key Words: TSRTC, organizational decision-making, employee satisfaction, empowerment, job involvement, gender disparity.

1. INTRODUCTION

TSRTC, integral to Telangana's transport system since its establishment in 2014, builds upon a legacy from APSRTC in 1958. With over 10,000 buses, it supports urban, rural, and interstate travel, vital for daily mobility. Decision-making in TSRTC, crucial for strategic direction and operational efficiency, spans strategic, tactical, and operational levels. Employee involvement in decisions, such as route planning discussions with drivers and conductors, enhances job satisfaction by fostering empowerment and transparency. Fairness in decisions on promotions and resources is pivotal, ensuring an equitable work environment. Training and safety-focused decisions are critical, supporting employee adaptation to new technologies and ensuring safe working conditions. Integrating participatory decision-making, transparent communication, and supportive leadership is key to improving job satisfaction. These efforts not only benefit employees but also align with TSRTC's mission to deliver reliable transport services, thereby advancing Telangana's social and economic growth.

2. REVIEW OF LITERATURE

Ruqia Fatima, Abdul Mateen, Ruksar Begum, and Ruqaiya Tabasum (2024) studied employee job satisfaction at Silicon Labs in Hyderabad. They analyzed how workplace culture, facilities, and conditions affect well-being and productivity using a mixed-methods approach, combining qualitative and quantitative data. The findings aim to enhance strategies to improve employee well-being and motivation at Silicon Labs.

Nigel Barreto and Sureshramana Mayya (2024) investigated the hospitality industry in Goa, focusing on the impact of job satisfaction on staff performance and customer experience. Using a sample of 300 professionals and statistical analysis, they found significant relationships between job satisfaction, employee performance, and customer experience. Their study offers insights for improving service quality and employee contentment in Goa's hospitality sector.

Tamilarasu Sinnaiah, Sabrinah Adam, and Batiah Mahadi (2023) introduced a conceptual framework linking strategic thinking, organizational performance, and decision-making styles. Their literature review suggests that both intuitive and rational decision-making can enhance strategic planning processes.

Mohamed Husni Ali Athamneh and Juraifa Jais (2023) explored HR agility in Jordanian commercial banks. Using 460 questionnaires and structural equation analysis, they found that job satisfaction, effective communication, and decision-making positively influence HR agility. Their study highlights the importance of these factors in enhancing competitiveness in the Middle Eastern banking sector.

Senarathna and Mahalekamge (2022) examined the impact of participative decision-making on job satisfaction in a Sri Lankan apparel organization. Using a sample of 271 employees and SPSS for analysis, they found that employee willingness, capacity, work-life balance, and commitment significantly affect job satisfaction. Their findings are relevant for manufacturing companies seeking to enhance employee satisfaction.

Sachin Karbhari Jadhav (2022) explored decision-making across managerial levels, emphasizing the importance of information quality. The study highlights that thoughtful decision-making processes enhance decision quality, which is crucial for organizational success.

Mahrinasari MS, Sarfraz Hussain, Lis M. Yapanto, et al. (2021) reviewed Industry 4.0 literature, focusing on knowledge processing and decision management. They proposed a framework linking knowledge management with company performance, emphasizing factors like organizational cooperation and IT support.

Jacob Guinot, Adrián Monfort, and Ricardo Chiva (2021) investigated participative decision-making's impact on job satisfaction and trust. Analyzing data from 3,364 employees, they found that participative decision-making enhances job satisfaction directly and indirectly by building trust, promoting democratic management styles.

Mohsen, Ahsanullah, and Sharif, Omer (2020) explored participatory decision-making's effects on employee satisfaction at Afghanistan International Bank. They found that employee commitment, organizational structure, leader behavior, and workplace environment positively impact job satisfaction, while educational level does not.

Peter Heimerl, Marco Haid, Lea Benedikt, and Ursula Scholl-Grisseemann (2020) studied job satisfaction factors in the Alpine hospitality industry. Surveying 345 employees, they identified relationships with supervisors, adherence to duty rosters, and personal development opportunities as significant drivers of job satisfaction.

3. RESEARCH METHODOLOGY

OBJECTIVES OF THE STUDY:

- To examine the relationship between decision-making processes within and employee satisfaction levels.
- To explore how employee involvement in decision-making processes at TSRTC affects their sense of job satisfaction.
- To investigate the impact of employee satisfaction levels on organizational performance indicators at TSRTC.

SCOPE OF THE STUDY:

To collect the information from TSRTC middle level employees regarding their job satisfaction and their involvement in decision making at the organization.

DATA COLLECTION METHODS:

The research utilizes both primary and secondary data sources.

Primary Data Collection: A structured questionnaire comprising 21 questions was designed to collect primary data from TSRTC middle level employees. The questionnaire covers aspects such as their involvement in decision making, their job satisfaction and their involvement in whether doing of decision making. The questionnaire will be distributed electronically to a sample of middle level employees, ensuring representation across different demographic factors such as age, gender, income level, and education level.

Secondary Data Collection: Secondary data will be gathered from newspapers, books, and relevant reports to supplement the findings obtained from primary data collection.

SAMPLE DESIGN:

The study was regarding from employees within Hyderabad, India. Stratified random sampling and convenience sampling techniques will be employed to ensure a diverse representation.

SAMPLE SIZE:

The sample size consists of 100 respondents.

DATA ANALYSIS TOOLS:

Correlation Analysis: To examine the relationship between decision-making processes within an organization and employee satisfaction levels.

Linear Regression: To explore how employee involvement in decision-making processes at TSRTC (Telangana State Road Transport Corporation) affects their sense of job satisfaction.

4. DATA ANALYSIS

OBJECTIVE 1:

To examine the relationship between decision-making process within TSRTC and employee job satisfaction levels

H0 (NULL HYPOTHESIS):

There is no relationship between the decision-making process within TSRTC and employee job satisfaction levels.

H1 (ALTERNATE HYPOTHESIS):

There is a relationship between the decision-making process within TSRTC and employee job satisfaction levels.

METHOD OF ANALYSIS: Correlation

Table 4.1 Correlation Analysis.

	How satisfied are you with your current Job?	On a scale of 1 to 3 how satisfied are you with the overall decision-making culture in your organization?
How satisfied are you with your current Job?	1	0.448751
On a scale of 1 to 3 how satisfied are you with the overall decision-making culture in your organization?	0.448751	1

INTERPRETATION:

This positive correlation (0.44875) suggests a moderate positive relationship between job satisfaction and satisfaction with the decision-making culture in the organization. This implies that as employees' satisfaction with the decision-making culture increases, their overall job satisfaction also tends to increase.

Based on the correlation value of 0.44875, there is evidence to suggest a moderate positive relationship between the decision-making process within TSRTC and employee satisfaction levels.

Given the correlation coefficient (0.44875), we can conclude that there is a moderate positive relationship between the

decision-making process and employee satisfaction levels. This suggests that improvements in the decision-making culture within TSRTC are likely to be associated with higher levels of employee satisfaction. Therefore, we reject the null hypothesis and accept the alternative hypothesis that there is a relationship between the decision-making process within TSRTC and employee satisfaction levels.

OBJECTIVE 2:

To explore how employee involvement in decision-making processes at TSRTC affects their sense of job satisfaction.

H0 (NULL HYPOTHESIS):

There is no impact of employee involvement in the decision-making process within TSRTC on their sense of job satisfaction.

H1 (ALTERNATE HYPOTHESIS):

There is an impact of employee involvement in the decision-making process within TSRTC on their sense of empowerment and job satisfaction.

METHOD OF ANALYSIS: Regression

Table 4.2 Regression analysis

Source	Coefficient	Standard Error	t	P-value
Intercept	1.364	0.274	4.975	<0.0001
How satisfied are you involved in decision making processes at your work place?	0.264	0.138	1.914	0.059

INTERPRETATION:

The baseline level of job satisfaction within TSRTC, as indicated by the intercept value of 1.364, is statistically significant ($p < 0.0001$), showing a meaningful starting point for job satisfaction even when satisfaction with involvement in decision-making is zero. The coefficient of 0.264 for satisfaction with involvement in decision-making suggests that for each unit increase in this variable, job satisfaction increases by 0.264 units. However, the t-value of 1.914 and p-value of 0.059 indicate that this relationship is marginally significant and does not strongly meet the conventional 0.05 significance threshold.

Despite the p-value being slightly above 0.05, it hints at a potential trend that might be significant at a higher significance level, such as 10%. This suggests that employee involvement in decision-making could positively impact job satisfaction, though the evidence is not robust enough to conclusively reject the null hypothesis at the 5% level. The positive coefficient indicates a trend where greater satisfaction with involvement in decision-making is associated with higher job satisfaction, suggesting that this area warrants further investigation to better understand its influence on employees'

sense of empowerment and overall job satisfaction within TSRTC.

OBJECTIVE 3:

To investigate the impact of employee satisfaction levels on organizational performance indicators at TSRTC.

H0 (NULL HYPOTHESIS):

There is no impact of employee satisfaction levels on organizational performance indicators at TSRTC.

H1 (ALTERNATE HYPOTHESIS):

There is an impact of employee satisfaction levels on organizational performance indicators at TSRTC.

Regression Analysis

The regression analysis provides further insight into the relationship between user satisfaction and the intention to use FinTech platforms in the future.

Table 4.3 Regression analysis

Source	Value	Standard error	T - value	P - value
Intercept	2.38334	0.399014	5.973081	5.75E-08
How satisfied are you with your current Job?	-0.13829	0.089839	-1.53934	0.12757

INTERPRETATION:

The intercept coefficient of 2.383, with a t-statistic of 5.973 and a p-value of 5.74893E-08, is significantly different from zero, indicating that factors other than employee satisfaction influence organizational performance at TSRTC. The coefficient for job satisfaction is -0.138, suggesting a decrease of 0.138 units in organizational performance for every one-unit increase in job satisfaction. However, this effect is not statistically significant (t-statistic: -1.539, p-value: 0.12757029).

Thus, there is insufficient evidence to reject the null hypothesis that employee satisfaction significantly impacts organizational performance indicators at TSRTC. The insignificant p-value for job satisfaction suggests that further investigation or a larger sample size may be needed for more conclusive results.

5. FINDINGS

- A moderate positive correlation (0.44875) exists between job satisfaction and satisfaction with the decision-making culture.
- The intercept value of 1.364 is significant ($p < 0.0001$). The coefficient for involvement in decision-making (0.264) is marginally significant ($p = 0.059$), suggesting a positive impact on job satisfaction.
- While the evidence is not strong enough to conclusively reject the null hypothesis at the 5% significance level, the p-value of 0.059 suggests a trend where employee involvement in decision-making might have a positive impact on job satisfaction. The positive coefficient (0.264) indicates that greater satisfaction with

involvement in decision-making is associated with higher job satisfaction, though this finding is only marginally significant. Therefore, there is some indication that employee involvement in decision-making processes within TSRTC may influence their sense of empowerment and job satisfaction, warranting further investigation.

- The intercept coefficient of 2.383 suggests that even when all independent variables are at zero, there is a significant expected value for organizational performance indicators. This indicates the presence of other influential factors beyond employee satisfaction affecting organizational performance at TSRTC.
- The coefficient of -0.138 for job satisfaction implies a negative relationship with organizational performance indicators; however, this effect is not statistically significant. This suggests that while there may be a slight negative trend, it is not strong enough to conclude that employee satisfaction significantly impacts organizational performance at TSRTC based on the current analysis.

5. SUGGESTIONS

To bolster organizational effectiveness, TSRTC should focus on several strategic initiatives aimed at enhancing employee satisfaction and performance. Addressing significant gender disparities through targeted recruitment strategies and creating an inclusive work environment will promote diversity and equity within the organization. By offering mentorship programs and pathways for career advancement specifically designed for women, TSRTC can attract and retain a more diverse workforce, ultimately fostering a supportive and inclusive workplace culture.

Additionally, given the predominance of middle-aged employees, TSRTC should prioritize initiatives that cater to their specific needs and aspirations. Implementing professional development opportunities, leadership training programs, and comprehensive wellness initiatives tailored to middle-aged employees will not only enhance their engagement but also contribute to overall job satisfaction and retention. Furthermore, leveraging the organization's highly educated workforce by providing platforms for skill development and knowledge sharing can further boost employee morale and productivity. By fostering a transparent and inclusive decision-making culture, encouraging employee involvement in decision-making processes, and establishing robust feedback mechanisms, TSRTC can create a collaborative environment where employees feel valued and empowered. Continuous monitoring of organizational performance indicators will ensure that these efforts are aligned with enhancing both employee satisfaction and overall organizational performance.

6. CONCLUSIONS

The study conducted at Telangana State Road Transport Corporation (TSRTC) examined the relationship between decision-making processes and employee satisfaction levels. It highlighted significant gender and age disparities, with males comprising 73.7% of the sample and a predominant middle-aged group (36-45 years). Educationally, the majority held at

least a bachelor's degree, indicating a highly educated workforce, and a significant portion had over a decade of experience, emphasizing deep professional expertise. Overall job satisfaction was notably high, with more than half of participants expressing the highest level of satisfaction. Perceptions of the decision-making culture varied, with a sizable portion feeling neutral. However, there was a strong indication of high involvement in decision-making processes, fostering a collaborative work environment. This active participation positively influenced job satisfaction for 75.8% of employees. Correlation analysis revealed a moderate positive relationship between job satisfaction and satisfaction with the decision-making culture. Despite findings being marginally significant, the study underscores the potential benefits of enhancing organizational decision-making practices to bolster employee morale and performance at TSRTC.

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