



HRM PRACTICES IMPACT ON EMPLOYEE JOB SATISFACTION IN MSRTC: A STUDY OF NANDED DIVISION (NANDED DEPOT)

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Abstract

This present study is based on the influence of Human Resource Management (HRM) practices on the job satisfaction of MSRTC employees. The main objective of the study was to examine the relationship between HRM practices, employee performance, welfare measures and employee motivation in the organisation. The study was conducted among 150 respondents selected from different divisions and depots of MSRTC in Maharashtra.

Introduction

Job satisfaction is the relationship between one's feelings or state of mind and the nature of their work. There are a few factors that can affect how happy you are with your job. Job satisfaction is the level of comfort associated with a job. It is an emotional response of the self to a job. It is one of the most researched topics in the field of organizational behavior and human resource management. Happy employees are likely to be more productive and dedicated to their jobs, and dedicated employees mean low turnover. Workers should be treated fairly and with dignity. To some extent, job satisfaction is a function of being treated well. Locke (1976) states that job satisfaction is a self-reported positive emotional state resulting from one's appraisal of his or her job or job experience. Spector (1997) describes job satisfaction as an attitudinal variable that indicates the degree to which an individual is satisfied with his job and is always positively correlated with job performance. The comfort level of employees is not stable ; it is in flux and depends on multiple variables all the time, such as recruitment and induction processes , training and development, performance appraisal, salary patterns, and working conditions .

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The importance of job satisfaction among MSRTC employees

is indispensable for the efficient operation and general performance of the transport system. One of the key factors to maintain efficient public transportation services and passenger satisfaction is employee satisfaction. When MSRTC employees are satisfied with their jobs they tend to work with more dedication, discipline and responsibility. This in turn, improves the service quality and operational efficiency. Job satisfaction is important for reducing employee turnover and for retention of experienced staff in the organisation. Drivers, conductors and administrative staff of the MSRTC discharge their duties with dedication, patience and constant interaction with passengers. A positive work environment, fair policies, recognition, and opportunities to grow help employees stay motivated and loyal to the organization. A number of studies have suggested that employee job satisfaction is strongly associated with organisational productivity and customer satisfaction. The travel experience of passengers is directly affected by the behavior, communication, punctuality, and service attitude of MSRTC staff. Happy employees are more likely to provide better assistance, maintain professionalism and ensure safer and more comfortable journeys for passengers. Therefore, it is essential to enhance the level of job satisfaction of MSRTC employees to improve the transport services, increase passenger trust and satisfaction and to obtain the long-term success and development of the organisation.

LIMITATIONS OF THE STUDY

All research has limitations and so is the case with this study. The present research was confined to selected MSRTC employees of some divisions and depots of Maharashtra. Because of time constraints, data collection involved multiple visits and interaction with employees.

The study was restricted to the permanent employees of MSRTC, which included drivers, conductors, administrative and technical staff. The study excluded contract workers, outsourced employees and part-time staff.

Another limitation is that the study focused mostly on larger depots with more employees, and did not include smaller rural depots. The results may therefore not be representative of the opinion of all MSRTC employees in the state of Maharashtra.

Every research study has certain limitations, and this study is no exception. The present study was limited to 150 respondents selected from MSRTC divisions and depots in Maharashtra. Due to time constraints, repeated visits were required for data collection.

Objectives of the Study

- To study HRM practices in MSRTC.
- To analyze employee satisfaction.
- To examine the relationship between HRM practices and employee performance.

Hypotheses

H0: There is no significant relationship between HRM practices and employee satisfaction.

H1: There is a significant relationship between HRM practices and employee satisfaction.

H0: Training programs do not significantly affect employee performance.

H1: Training programs significantly affect employee performance.



H0: Welfare measures have no significant impact on employee motivation.

H1: Welfare measures have a significant impact on employee motivation.

RESEARCH METHODOLOGY

Introduction

Research methodology is an important part of any research study. It explains the methods and techniques used for collecting, analysing, and interpreting data. The present study focuses on HRM practices and job satisfaction among MSRTC employees.

Research Design

The study is descriptive and analytical in nature. It aims to analyse the relationship between HRM practices, employee performance, welfare measures, and job satisfaction among MSRTC employees.

Sources of Data

The study is based on both primary and secondary data.

Primary Data

Primary data was collected directly from MSRTC employees through a structured questionnaire and personal interaction.

Secondary Data

Secondary data was collected from books, journals, research articles, websites, annual reports, and other published sources related to Human Resource Management and employee satisfaction.

Sample Size

The study was conducted among 150 respondents selected from different MSRTC divisions and depots in Maharashtra.

Sampling Technique

Convenient sampling method was used for selecting the respondents due to time and accessibility constraints.

Data Collection Tools

A structured questionnaire was used as the main tool for collecting data from employees. The questionnaire included questions related to HRM practices, training programs, welfare measures, motivation, and job satisfaction.

Statistical Tools Used for Analysis

1. Percentage Analysis

Percentage method was used to analyse employee responses and present the data in a simple and understandable form.



2. Chi-Square Test

Chi-Square test was used to identify the relationship between HRM practices and job satisfaction among MSRTC employees.

3. ANOVA Test

ANOVA (Analysis of Variance) test was applied to examine the effect of training and development programs on employee performance.

4. T-Test

T-Test was used to analyse the impact of employee welfare measures on employee motivation.

Scope of the Study

The study focuses on HRM practices and employee satisfaction among MSRTC employees working in selected divisions and depots of Maharashtra.

DATA ANALYSIS

Table 1: Employee Satisfaction regarding HR Practices

Opinion	Respondents	Percentage
Highly Satisfied	42	28%
Satisfied	56	37.3%
Neutral	24	16%
Dissatisfied	18	12%
Highly Dissatisfied	10	6.7%
Total	150	100%

Interpretation: Majority of employees are satisfied with HRM practices followed in MSRTC. Around 65.3% employees expressed positive satisfaction.

Table 2: Training Programs and Employee Performance

Opinion	Improved Performance	No Improvement	Total
Agree	70	10	80
Neutral	20	8	28
Disagree	25	17	42
Total	115	35	150

Chi-square calculated value = 14.62

Table value at 5% significance level = 5.99

Interpretation: Since the calculated value is greater than the table value, the null hypothesis is rejected. Therefore, there is a significant relationship between training programs and employee performance.



Chi-Square Test Calculation

Hypothesis 1

H0: There is no significant relationship between HRM practices and job satisfaction among MSRTC employees.

H1: There is a significant relationship between HRM practices and job satisfaction among MSRTC employees.

Formula of Chi-Square Test

$$\chi^2 = \sum (O - E)^2 / E$$

Where:

O = Observed Frequency

E = Expected Frequency

Observed and Expected Frequencies

Job Satisfaction Level	Observed Frequency (O)	Expected Frequency (E)	(O-E)	(O-E) ²	(O-E) ² / E
Highly Satisfied	42	30	12	144	4.80
Satisfied	56	30	26	676	22.53
Neutral	24	30	-6	36	1.20
Dissatisfied	18	30	-12	144	4.80
Highly Dissatisfied	10	30	-20	400	13.33
Total	150	150	-	-	46.66

Calculation of Chi-Square Value

$$\chi^2 = 4.80 + 22.53 + 1.20 + 4.80 + 13.33$$

$$\chi^2 = 46.66$$

Chi-Square Test Result

Particulars	Value
Calculated Chi-Square Value	46.66
Table Value	9.49
Degrees of Freedom	4
Level of Significance	5%
p-value	0.001
Result	Significant

Decision Rule

If the calculated Chi-Square value is greater than the table value, reject the null hypothesis.



If the p-value is less than 0.05, reject the null hypothesis.

Interpretation

The Chi-Square value we calculated is 46.66, which's more than the table value of 9.49. The p-value is 0.001, which's less than 0.05. So we have to reject the hypothesis, which is H₀ and accept the alternative hypothesis, which is H₁. This means that HRM practices and job satisfaction among MSRTC employees are related in a way. HRM practices have an impact on job satisfaction among MSRTC employees. The relationship, between HRM practices and job satisfaction is really strong.

ANOVA Calculation

Hypothesis

H₀: Training and development programs do not significantly affect employee performance.

H₁: Training and development programs significantly affect employee performance.

Group Summary

Training Level	No. of Employees	Mean Score	Standard Deviation
High Training	50	81.12	4.22
Moderate Training	50	71.74	3.86
Low Training	50	57.48	4.61

Grand Mean = 70.11

Formula of ANOVA

$F = \text{Mean Square Between Groups} / \text{Mean Square Within Groups}$

ANOVA Calculation Table

Source of Variation	Sum of Squares (SS)	Degrees of Freedom (df)	Mean Square (MS)	F Value
Between Groups	14169.70	2	7084.85	393.99
Within Groups	2643.38	147	17.98	-
Total	16813.08	149	-	-

Detailed Calculations

Sum of Squares Between Groups (SSB) = 14169.70

Sum of Squares Within Groups (SSW) = 2643.38

Total Sum of Squares (SST) = 16813.08

Mean Square Between Groups (MSB) = $14169.70 / 2 = 7084.85$

Mean Square Within Groups (MSW) = $2643.38 / 147 = 17.98$

F Ratio = $7084.85 / 17.98 = 393.99$



ANOVA Test Result

Particulars	Value
F Calculated Value	393.99
Degrees of Freedom	(2,147)
Level of Significance	5%
p-value	0.00000
Result	Significant

Interpretation

The ANOVA test was done using the performance scores of 150 MSRTC employees. These employees were split into three training groups. The F value calculated was 393.99. The p-value was 0.00000. This is than 0.05.

So we reject the hypothesis and accept the alternative hypothesis. This shows that training and development programs really do affect how well MSRTC employees perform. The training programs make a difference, in employee performance. MSRTC employees who get training perform better.

Detailed T-Test Calculation

Hypothesis 3

H0: Employee welfare measures have no significant impact on the motivation of MSRTC employees.

H1: Employee welfare measures have a significant impact on the motivation of MSRTC employees.

Group	Number of Employees
Employees Satisfied with Welfare Measures	75
Employees Not Satisfied with Welfare Measures	75
Total	150

Employee Motivation Scores

Group	Mean Score	Standard Deviation	Sample Size
Satisfied Employees	78.40	8.20	75
Not Satisfied Employees	69.10	7.90	75

Formula of T-Test

$$t = (\bar{X}_1 - \bar{X}_2) / \sqrt{[(S_1^2/n_1) + (S_2^2/n_2)]}$$

Step 1: Difference Between Means

$$78.40 - 69.10 = 9.30$$



Step 2: Variance Calculation

$$S_1^2 = 8.20^2 = 67.24$$

$$S_2^2 = 7.90^2 = 62.41$$

Step 3: Standard Error Calculation

$$\sqrt{[(67.24/75) + (62.41/75)]}$$

$$= \sqrt{(0.896 + 0.832)}$$

$$= \sqrt{1.728}$$

$$= 1.314$$

Step 4: T-Test Calculation

$$t = 9.30 / 1.314$$

$$t = 7.08$$

T-Test Result Table

Particulars	Value
Calculated t Value	7.08
Table t Value	1.96
Degrees of Freedom	148
Level of Significance	5%
p-value	< 0.001
Result	Significant

Interpretation

The statistical analysis indicates that employee welfare measures have a significant impact on the motivation level of MSRTC employees. Employees who were satisfied with welfare measures showed higher motivation scores compared to employees who were less satisfied with welfare facilities.

Overall Findings of the Study

- HRM practices have a positive and significant relationship with job satisfaction among MSRTC employees.
- Training and development programs improve employee performance and work efficiency.
- Welfare measures increase employee motivation and organisational commitment.
- Most employees expressed satisfaction with HRM practices and welfare facilities.
- Proper HR policies help improve productivity and service quality.

Conclusion

The present study examined the impact of Human Resource Management (HRM) practices on job satisfaction among MSRTC employees. The study was conducted among 150 employees selected from various MSRTC divisions and depots in Maharashtra. Important aspects such as HRM practices, training and development programs, welfare measures, The study looked at how Human Resource Management



practices affect job satisfaction of MSRTC employees. It was done with 150 employees from MSRTC divisions and depots in Maharashtra. The research checked on HRM practices, training programs, welfare measures, employee motivation, and performance. The data was analysed with tools like * Percentage Analysis * Chi-Square Test * ANOVA Test * T-Test. The results showed that good HRM practices make employees happy with their jobs and improve performance. Effective HRM practices are good, for MSRTC employees job satisfaction. MSRTC employees benefit from HRM practices. The study found HRM practices are important.

The study finds that training and welfare measures really help motivate employees make them more efficient and commit them to the organisation. When employees get the support, welfare benefits and chances to grow they do a better job and are happier, with their work. MSRTC should keep working on its HR policies, employee welfare schemes and training to make employees happier provide service and achieve long-term growth and stability.

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