



A STUDY OF JOB SATISFACTION AMONG EMPLOYEES OF INDIAN RAILWAYS (WITH SPECIAL REFERENCE TO NORTHERN CENTRAL RAILWAY)

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Abstract

Indian Railways is owned and managed by Central Government being the principal mode of inland transport, linking the entire length and breadth of the country. Indian Railways is the biggest organization in our country with 14.22 lacs of employees; 63,465 route kilometers traversing from Okha to MurkongSelek and Udhampur to Kanyakumari. Job satisfaction is not a new work area of research it has been a popular subject for psychologist There are a variety of factors that can influence a person's level of job satisfaction some of these factors include the level of pay and benefits, the perceived fairness of the promotion system within a company, the quality of the working conditions, leadership and social relationships and the job itself. The researcher observe that during her study that job satisfaction ratio is high in the employees & found to be related to the length of service, age & gender of the employees of Indian railways.

Keywords: *Indian Railways, Job satisfaction, Leadership, Tenure of service, Social relationship, Promotion.*

Introduction

Job satisfaction describes how content an individual is with his or her job. It is a relatively recent term since in previous centuries the jobs available to a particular person were often predetermined by the occupation of that person's parent. There are a variety of factors that can influence a person's level of job satisfaction; some of these factors include the level of pay and benefits, the perceived fairness of the promotion system within a company, the quality of the working conditions, leadership and social relationships and the job itself

Objective of the Study

No work can be done or performed without an aim or objective. The objectives of the present research study can be based on theoretical as well as practical both the main objective of this research work is to find out the level of job satisfaction of the employees of Indian Railways, to describe the relationship between job satisfaction & work factors among employees of Indian railway.

Review of Literature

Hoppock (1935) in a broad study of job satisfaction, identified the reason to study job satisfaction as being: A better understanding of the causes of job satisfaction is desirable, not because it will enable us to become completely satisfied, but because it may help to relieve that intense and painful dissatisfaction which injures both the individual and the Society in which he lives.

Mohd.HussainMosharra, he studied that the level of job satisfaction employees of public and private sector. He examined that the employees of public sector banks are more satisfied as compare to employees of private sector banks.

Rai, Sunita and Sinha, Arvind, researchers observed that job satisfaction is varying person to person as well as organization. Few employees them given privilege to salary while few employees prefer job security.

Qumar, Furquan and Talat AL, Junaibi, researchers studied that the correlation between nationality and job satisfaction. they observed that nationality does not directly relate with job satisfaction few other measure also be affects job satisfaction.

Methodology

Questionnaire method is use as main instrument of research by the researcher while personal interview of employees and detailed interviews of executives will also be held. The sample for the study being reported was drawn (A and B grade) and 200 employees of Indian Railways (Northern Central Railway).

Questionnaires were circulated to the whole popular. The researcher had also explained about the concept of each item of contact persons (subjects). In the end 20 questionnaires from group A and group B-side and 140 from C and D group employees where back. In the total 160 questionnaires 16 were found to be incomplete and rest were not returned. The questionnaires are based on Liked 5 point scale measure attitude satisfaction level (5 = strongly satisfied, 4 = satisfied, 3 = neither satisfied/nor dissatisfied, 2 = dissatisfied and 1 = strongly dissatisfied). The questionnaire has 20 items related to job



satisfaction item 1 to 10 based on variables of labour welfare 11 to 20 based on variables of job satisfaction taken by the test is based on the research carried by Cooper measure dimensions like job supervision, coworkers relationship, pay promotion, appeal procedure, social security measures, leave rules and working condition.

Table 1, Demographical Profile of the Sample

Age Group	Total Experience	Sex age Group wise	
		Female	Male
17.50% (28 Employees) (20 – 30 Yrs)	10.00% (16 Employees) Less Than 5 Yrs.	04	24
41.25% (69 Employees) (30 – 40 Yrs)	31.25% (50 Employees) (5 – 10 Yrs.)	17	52
28.125% (45 Employees) (40 – 50 Yrs)	38.125% (61 Employees) (10 – 15 Yrs.)	03	42
13.125 (18 Employees) (50 – 60 Yrs)	20.625% (33 Employees) Above than 15 Yrs.	03	15

(Source: Personal Survey)

Fig1: Age wise Demographical Profile of the Sample

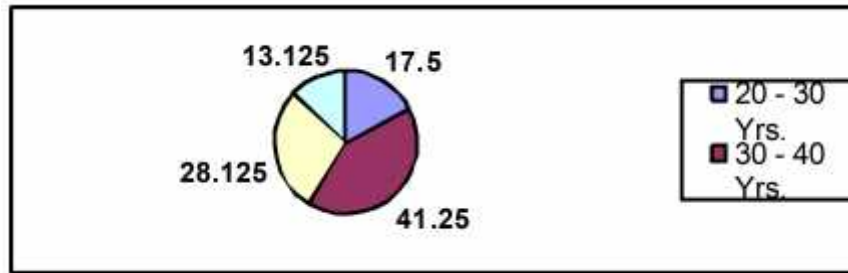


Fig. 2: Experience wise Demographical Profile of the Sample

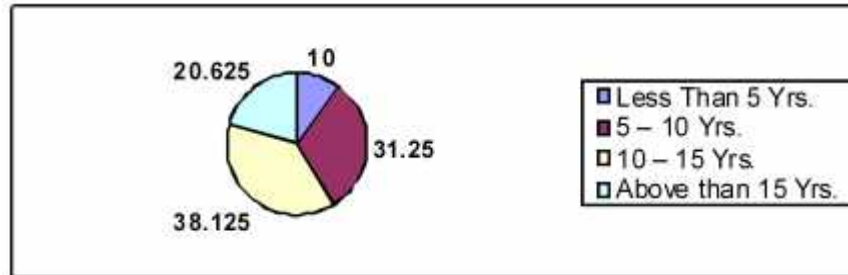


Fig.3: Sex wise Demographical Profile of the Sample

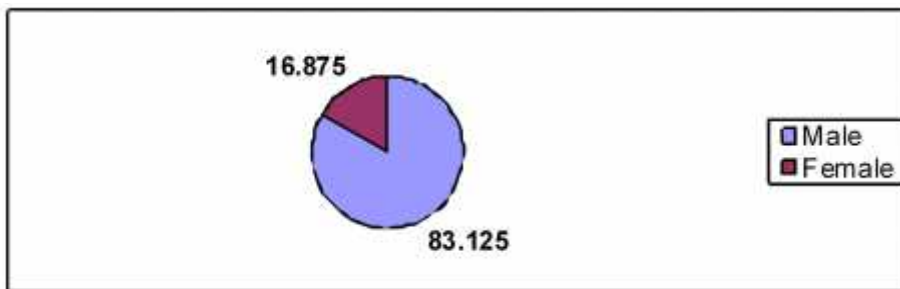


Table.3 the table.1 and figures.1, &.3 indicates that out of 160 employees, 27 female employees i.e. 16.875% and 133 male employees i.e. 83.125% of the sample size .28 employees i.e.17.50% including 4 female i.e. 2.5% and 24 male i.e.15% belongs to age of 20 to 30 years.66 employees i.e. 41.25% including 17 female i.e. 10.625% and 52 male i.e. 32.5% belongs to age group 30 to 40 years.45 employees i.e.28.125% including 03 female i.e. 1.875% and 42 male 26.25% belongs to 40 to 50 years and 21 employees i.e. 13.125% including 03 female i.e. 1.875% and 15 male i.e. 9.375 % belongs to age group 50 to 60 years. table 1.and figures.2 also show that only 10% of employees having experience less than 5 years in Indian



Railways.50 employees i.e. 31.25% having experience between 5 to 10 years. 61 employees i.e. 38.125% having experience between 10 to 15 years.33 employees i.e. 20.625% having experience above than 15 years.

Table.2,Level of Job Satisfaction in the Employees of Indian Railways

Level of Satisfaction	No. of Employees	Percentage of Employees
Strongly satisfied	42	26.25%
Satisfied	53	33.125%
Neither satisfied nor dissatisfied	22	13.75%
Dissatisfied	29	18.125%
Fully dissatisfied	14	8.75%

(Source: Personal Survey)

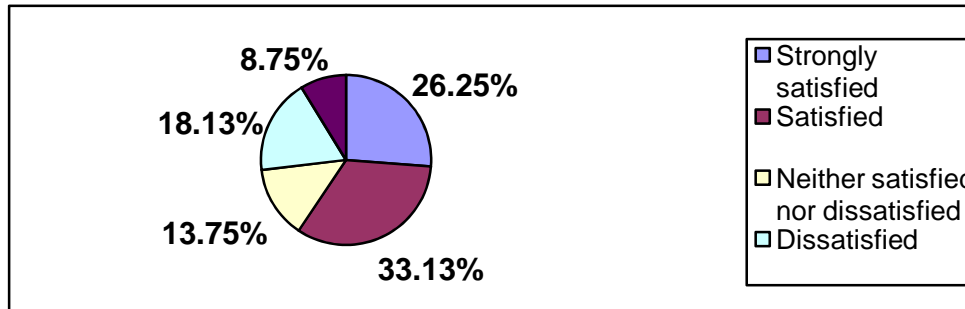


Fig.4: Job Satisfaction in Employees of Indian Railways

The table.2 and Figure.4 show that the level of job satisfaction in the employees of Indian Railways. Out of 160 employee 42 employees i.e. 26.25% are strongly satisfied. 53 employees i.e. 33.125% are satisfied. 22 employees i.e. 13.75% are neither satisfied nor dissatisfied. 29 employees i.e.18.125% is dissatisfied 14 employees i.e. 8.75% are fully dissatisfied. That shows that job satisfaction ratio is high in the employees of Indian Railways.

Table.3Age Wise Job Satisfaction of Employees in Indian Railways

Age group	Level of Satisfaction					Total
	Strongly satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Fully dissatisfied	
20-30 years	03	06	03	12	04	28
30-40 years	05	28	13	14	09	69
40-50 years	22	16	05	02	00	45
50-60 years	12	03	01	01	01	18
Total	42	53	22	29	14	160

(Source: Personal Survey)



Fig.5: Age Wise Job Satisfaction in Employees in Indian Railways



The table.3 and figure.5 shows that under the age group 20-30 years out of 28 employees, only 03 employee's i.e.10.71% strongly satisfied, 06 employees i.e. 21.42% under the satisfaction level. 03 employees i.e. 10.71% neither satisfied nor dissatisfied, 12 employees i.e. 42.85% and 04 employees i.e. 14.28% are fully dissatisfied under the age group 30-40 years. Out of 69 employees, only 05 employees i.e. 7.25% strongly satisfied, 28 employees i.e. 40.57% under the satisfaction level 13 employees i.e. 18.84% neither satisfied nor dissatisfied and 14 employees i.e. 20.28% is dissatisfied. 09 employees i.e. 13.04% are fully dissatisfied.

Under the age group 40-50 years out of 45 employees, 22 employees i.e. 48.88% strongly satisfied, 16 employees i.e. 22.22% under the satisfaction level 05 employees i.e. 11.11% neither satisfied nor dissatisfied and 02 employees i.e. 4.44% is dissatisfied. No employees are found fully dissatisfied under the age group 50-60 years. Out of 18 employees, 12 employees i.e. 66.67% strongly satisfied, 03 employees i.e. 16.67% under the satisfaction level 01 employee i.e. 5.55% neither satisfied nor dissatisfied and 01 employee i.e. 5.55% is fully dissatisfied. That shows the job satisfaction level is increasing while increasing the age of employees.

Table.4,Experience Wise Job Satisfaction in the Employees of Indian Railways

Experience	Level of Satisfaction					Total
	Strongly satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Fully dis-satisfied	
Less than 5 years	01	05	01	09	0	16
05-10 years	09	12	11	10	08	50
10-15 years	13	26	08	08	06	61
Above 15 years	19	10	02	02	0	33
Total	42	53	22	29	14	160

(Source: Personal Survey)

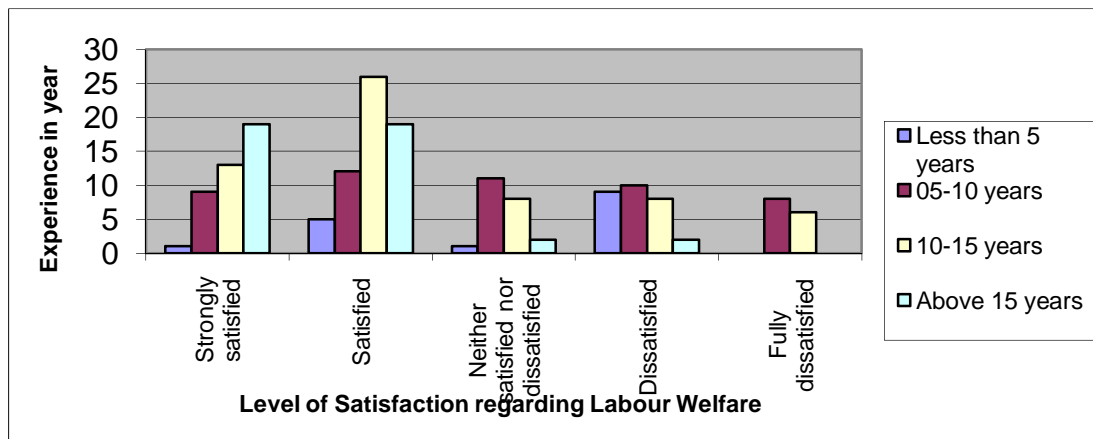


Fig..6: Experience Wise Job Satisfaction in Employees of Indian Railways

The table 4 and figure.6 shows that out of 16 only 01 employee i.e. 6.25% are strongly satisfied, 05 employees i.e. 31.25% are in satisfactory range, 01 employee i.e. neither 6.25% satisfied nor dissatisfied, 09 employees i.e. 56.25% are dissatisfied, no employees found under fully dissatisfied categories having experience less than 5 years. Out of 50 employees, 09 employees i.e. 18.00% are strongly satisfied, 12 employees i.e. 24.00% are in satisfactory range, 11 employees i.e. 22.00% neither satisfied nor dissatisfied, 10 employees i.e. 20.00% are dissatisfied, 08 employees i.e. 16.00% are fully dissatisfied having experience between 5 to 10 years. Out of 61 employees, 13 employees i.e. 21.31% are strongly satisfied, 26 employees i.e. 42.62% are in satisfactory range, 08 employees i.e. 13.11% neither satisfied nor dissatisfied, 08 employees i.e. 13.11% are dissatisfied, 06 employees i.e. 9.83% are fully dissatisfied having experience between 10 to 15 years. Out of 33 employees, 19 employees i.e. 57.57% are strongly satisfied, 10 employees i.e. 30.30% are in satisfactory range, 02 employees i.e. 6.06% neither satisfied nor dissatisfied, 02 employees i.e. 6.06% are dissatisfied, no employees is found under fully dissatisfied having experience above than15 years. It shows that less experience person are dissatisfied as compare to high experience person. Satisfaction level toward low to high experience person is increased while the dissatisfaction level is decreased or vice versa regarding their jobs.



Table.5,Sex Wise Job Satisfaction in the Employees of Indian Railways

Sex-Age Group wise		Level of Satisfaction					Total
		Strongly satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Fully dissatisfied	
Male	20-30 year	03	05	04	04	08	24
Female		01	00	00	01	02	04
Male	30-40 year	08	20	13	08	03	52
Female		03	01	02	11	00	17
Male	40-50 year	12	23	02	04	01	42
Female		01	01	01	00	00	03
Male	50-60 year	12	02	00	01	00	15
Female		02	01	00	00	00	03
Male	Total	35	49	19	17	12	133
Female		07	04	03	12	02	27

(Source: Personal Survey)

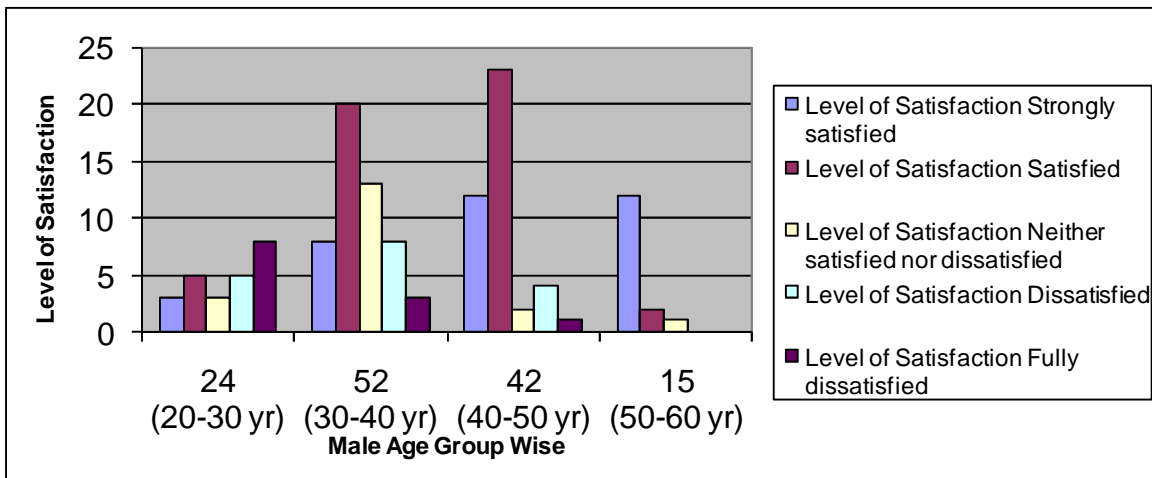


Fig..7: Job Satisfaction in Male Employees of Indian Railways

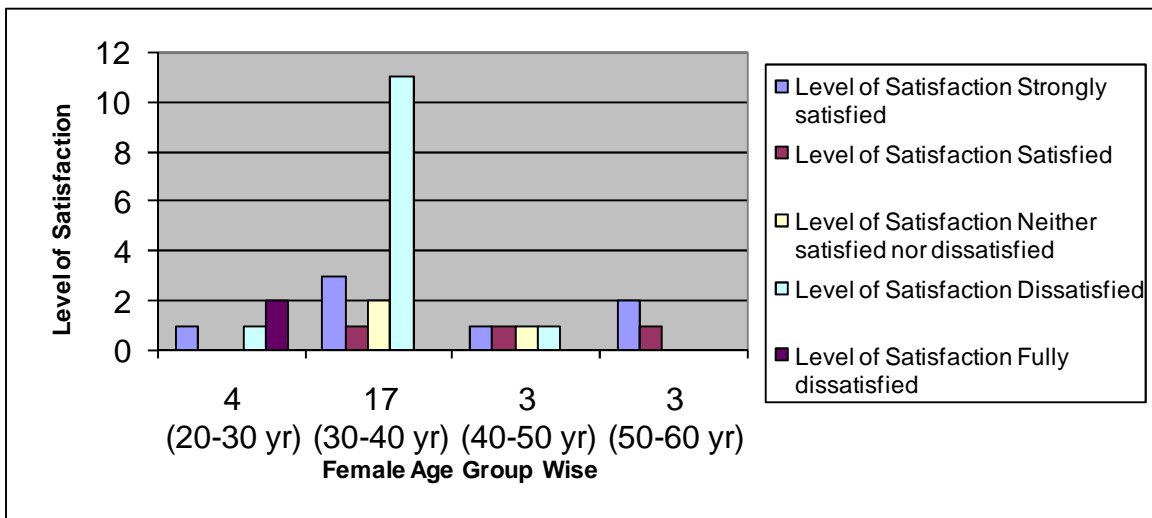


Fig..8: Job Satisfaction in Female Employees of Indian Railways



The table.5 figure7 and.6. Shows that out of 160 employees 133 are male while 27 are female employees out of these 40.74% female employees, while 63.16% of males employees are satisfied. 14.29% of male, 11.11% of female under the categories of neither satisfied nor dissatisfied. The dissatisfaction percentage of female employees is 51.85% while 12.78% male employees are dissatisfied. This shows that male employees are more satisfied as compare to female employees with their jobs in India Railways.

Findings

There are a variety of factors that can influence a person's level of job satisfaction some of these factors include the level of pay and benefits, the perceived fairness of the promotion system within a company, the quality of the working conditions, leadership and social relationships and the job itself. The researcher observe that during her study that job satisfaction ratio is high& found to be related to the length of service, age & gender of in the employees of Indian railways, the job satisfaction level is increasing while increasing the age of employees and less experience person are dissatisfied as compare to high experience person the research result also shows that Satisfaction level toward low to high experience person is increased while the dissatisfaction level is decreased or vice versa regarding their jobs and male employees are more satisfied as compare to female employees with their jobs in India Railways.

The researcher found that old age employees are more satisfied as compare to younger one's due to salary and promotional schemes of Indian Railways.

while conducting personal interview the researcher found that as increase the age group of employees the satisfaction level also increased, but after completing 50 years of age the satisfaction level is start decreasing that means that few other measures like family problems, personal problems, obsolescence of skills, health, fear of unknown, social displacement, status quo pay an important role regarding the job satisfaction of the employees.

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