

Indian Railways: A Study on Employee's Job Satisfaction



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Abstract

Job satisfaction is the sum total of all the factors that primarily affects an individual's ability and the actual output to perform any given kind of work. The origin and development of job satisfaction factors comes externally (non controllable) or internally (controllable); outside and within the working individual environment. It is true that job satisfaction has both the positive and negative consequences over the individual, organization and the nation as well. Job satisfaction is the combination of all the physiological, psychological and conditional factors that either satisfies an employee or rather makes him dis-satisfies with the job. The results obtained from job satisfaction have evaluative, cognitive, behavioural and emotional outcomes. The following research study is to look after the various job satisfaction factors, problems and to search out the remedial measures affecting the railway employees working at the Kota Railway Division of the West Central Railway of the Indian Railways.

Keywords: Job Satisfaction, Factors and Railways.

Introduction

Job satisfaction is defined as the individual feelings and performance towards his or her job. Job satisfaction is a burning issue that greatly affects the overall working of the organization. The seed of job satisfaction accumulates in an individual due to a myriad of reasons; some arising from the organization itself while other may be related with the individual personal life but simultaneously job satisfaction can also be viewed as the perception viewpoint and outlook of an individual towards their job. The viewpoint developed (positive or negative) forms the job satisfaction (or rather job dis-satisfaction). Different authors, researchers and thinkers have conducted and still continuing many studies on job satisfaction and all of them had defined job satisfaction in their own way. A few common definitions are defined below:

Edwin A. Locke (1976) suggested, 'job satisfaction as a positive or pleasurable reaction resulting from the appraisal of one's job, job achievement or job experiences'.

Michael Armstrong (2006) defines job satisfaction as, "attitude and feelings people have about their work. Positive and favorable attitudes towards the job indicate job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction".

Job satisfaction is an essential part and study of HRM, organization behaviour, psychology, sociology and human anthropology. Job satisfaction is an outcome of feelings, attitude and performance for many components such as; job itself, salary, work environment, career escalation, superior-colleagues-subordinates relationship, management philosophy and policies, expectations-reality correlation, health-mind-body-soul synchronization, socio-economic and demographic factors of individuals like, age, education level, professionalism, marital status, family relationship, time factor and etc. In totality job satisfaction in a given job never remains the same throughout the life.

The concept of job satisfaction is very old and it originated from the West. Theorists and workers had done and still under doing great pioneering work in relation with the job satisfaction and its practice. They found out that job satisfaction is not suddenly developed but many factors inside and outside the job constantly affect the individual and then the feelings and outcomes (as it cannot be seen as object but can be viewed from the way of job performance) towards the job is developed in them. The level of satisfaction also changes accordingly as sometimes it is found to be high, other times low and quite often neutral. Though it is quite often and repeated to notice that job satisfaction and job attitude is

used interchangeably but there lies a difference among them; job attitude is a tendency towards a particular thing, event, organization or a person, etc. associated with the job and it remains inside the individual for a longer duration of time. On the other hand job satisfaction is a dynamic set of attitudes that either developed at once or at the same time decline even more quickly if particular job orientation is satisfied accordingly. So for the organization it is very tricky part to know whether there exists job attitude or job satisfaction in the individual. Factors influencing job satisfaction are organizational, job and individual.

Theories of Job Satisfaction

1. Abraham Maslow's Need Hierarchy Theory (1943)
2. Fredrick Herzberg's Two-Factor Theory or Motivator-Hygiene Theory (1957)
3. Douglas McGregor's Theory X and Theory Y (1960)
4. John Stacey Adams' Equity Theory (1963)
5. Clayton Alderfer's ERG Theory (1969)
6. Edwin A. Locke's Range of Affect Theory (1976)
7. David McClelland's Needs Theory (1977)

Consequences of Job Performance

1. Productivity and performance
2. Labour turnover and absenteeism
3. Stress and safety
4. Attitude and morale
5. Behavioural and attitudinal change

Measurement of Job Performance

1. Rating scale
2. Interview and observation
3. Outcomes of performance
4. Job satisfaction index
5. Minnesota satisfaction questionnaire
6. Survey

Kota Railway Division (KRD)

This railway division was first formed on 1st April 1952 headquartered at Kota in Rajasthan. KRD again was re-fabricated on 1st August 1956 by joining the railway division of the districts that come under Western Railway. KRD is one of the 3 railway divisions existing under the current West Central Railway zone that was constituted on August 1st 2003; Jabalpur and Bhopal are the other 2 railway divisions under WCR Zone headquartered at Jabalpur in Madhya Pradesh. Currently the working area of Kota Railway Division stretches from Mathura (excluding) in Uttar Pradesh in the north to Nagda (excluding) in Madhya Pradesh in the south. Further till Ruthai (excluding) in Madhya Pradesh in the east till Chittorgarh (excluding) in Rajasthan in the west.

The Delhi-Mumbai railway line passes through the Kota junction. The district has 148.83 km of railway line in the Kota-Ruthia section, 98.72 km on Nagda-Mathura (Mumbai-Delhi) section and 24.26 km on Kota-Chittorgarh section. In this manner KRD covers 896.32 kms. of rail route. Kota serves as the major railway station that connects the New Delhi-Mumbai Central Rajdhani main line with double railway line track of 544.78 kms. So in this manner Kota caters 39.4% of Rajdhani railway route. KRD at present serves over 100 railway stations that fall under its range and jurisdiction. Besides Kota Junction, there is another railway station called Dakaniya Talav Railway Station in South Kota and 3 more satellite stations located at Sogariya, Dedhdevi

and Chandresal. Kota is amongst the top 100 booking stations of Indian Railway.

Job Satisfaction Measures among Railway Employees

The various job satisfaction measures practised by the Indian Railway are uniformly same throughout the nation. Some of the prominent schemes under the job satisfaction sector are:

1. Work Environment in Indian Railways
2. Leave Facilities
3. Salary and other Benefits
4. Loans & Advances
5. Promotion
6. Travelling Concession
7. Transfer Facilities
8. Grievance Redressal Machinery
9. Welfare Facilities
10. Recreational Activities
11. Staff Benefit Fund (SBF)
12. Retirement Benefits

Aim of the Study

1. To study the level of job satisfaction among the employees working at the Kota Railway Division in the West Central Railway region of Indian Railways.
2. To analyze the age wise level of job satisfaction among the employees working in the Kota Railway Division of WCR region.
3. To analyze the designation wise level of job satisfaction among the employees working in the Kota Railway Division.
4. To analyze the gender wise level of job satisfaction among the employees working in the Kota Railway Division.
5. To analyze the work wise level of job satisfaction among the employees working in the Kota Railway Division.
6. To know different kinds of job satisfaction measures existing at Kota Railway Division, trace out the current drawback and thereafter suggest some of the remedial actions.

Conclusion

The current research study is done for the Kota Railway Division of West Central Railway Division of Indian Railways. Here thousands of workers work under numerous divisions, than it becomes an arduous task to work together with proper co-ordination of activities and synchronization of duties. Numerous employees come from different background, diverse ethnic community, many languages and miscellaneous characteristics like gender, religion, beliefs, etc. Hence in such a case where there exists so many people simultaneously there are also many issues related with the HR perspective likewise job satisfaction. It is not at all easy to keep each and every employee satisfied with their jobs. Indian Railways undisputedly offers a great variety of jobs, equal opportunity provider, job security and after retirement benefits that tries to develop job satisfaction among the railway employees.

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