

A Study on Employees Job Satisfaction (With Special Reference to Kota Division of West Central Railway)



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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. 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 Division of West Central Railway Division of the Indian Railways. Kota Division is a prime division of Indian Railways situated on Delhi Mumbai rail route. Kota is headquartering and catering to the railway needs of 10 districts. DRM (Divisional Railway Manager) is the main administrative and regulating authority located at Kota.

Keywords: Job Satisfaction, Factors and Railways.

Introduction Indian Railways

Indian Railways is no doubt serving as the life lines for the millions of travellers. It not only offers employment to over 13 lakhs of employees (this accounts about 9% of the total employment in the country either directly or indirectly) but it also serves a strong foundation to visit every length and breadth of the country through its charming trains, amazing routes, natural beauty and off course meeting and interacting vivid communities, languages and cultures. Thus still today Indian Railways remains a great fascination for all of us.

Railways in the Indian subcontinent commenced its journey in the year 1853 between Mumbai and Thane. It was primarily a very heavy expenditure that rests over the shoulder of innocent Indians from the British for a number of reasons; to have a complete control over the country, principal means of transportation (for exploiting rich Indian bounty to way back to England and also to move armed forces to every corner of the nation) and to fulfil the sources of income for English.

Now currently today Indian Railways is over 160 years old that is successfully running with a network spread of over 65, 000 kilometres, serving more than 7, 000 railway stations, with 12, 000 passengers trains and 8, 000 goods train and carrying 2.5 million passengers daily. Indian Railways play's a significant role in developing Indian economy that fulfils the transportation requirements of all industrial and manufacturing based industries, long distance travel of the passengers from one end of the nation to the other far end, sub-urban travel, regional travel and millions of freight carrier.

In line with the massive growth of population, pressure generated by economic growth, globalization and latest technological advancements, Indian Railways has also been continuously upgrading its systems to work out appropriate technological and managerial solutions for the problems that are very much peculiar faced by our country. A new face has begun when Indian Railways has made its presence in the most remote regions of the country such as Jammu & Kashmir, north-east of the country, introduction of new integrated freight corridors, gauge conversion, doubling rail tracks, laying down of triple rail tracks on most busiest rail routes, to carry fast and heavy load induction of double decker goods and carriage vans, metro trains, mono rails and now hoping for bullet trains also.

Effortless move is being taken make our journey comfortable, hassle free and convenient. This objective has been much achieved in the form of introduction of new coaches and cabins that is made from most refined and light materials thus having enough space for the passengers and luggage, enhanced AC tier coaches that have larger seat capacity and free from noise, heat and dust, bio operated toilets and wash rooms, WiFi facility in railway stations and trains, cumulative improvements in the reservation system (by the help of Passenger Reservation System and Advanced Passenger Information System) and attendance of emergency calls, increasing the speed of trains to 160 KMPH (for Gatiman Express) and 140 KMPH specially for elite Indian trains such as Rajdhani, Shatabdhi, August Kranti, Duronto, etc., achieving new international standards in food catering, hospitality and on board services, computerized signalling system and updated track system enables better and fast means of connectivity between big cities thus nurturing fast business growth and economy sustenance, and the list goes endless.

Indian Railways has its own research and design institute (RDSO: Research, Design and Standards Organization) that constantly make technological innovations for locomotives, coaches, rolling stocks, rail tracks or any of the rail and track components. The other forms of technological breakthrough are the development and use of modern signalling system that uses solid state interlocking auxiliary warning systems for enhancing and ensuring safety, heavier rails, concrete sleepers, elastic fastenings, long span bridges and girders, improvement in overhead electric traction; all these methods helps in increasing the lives of components, less maintenance and minimize accidents and other hazards and the use of latest information technology in all the areas of railway working, etc.

Indian Railways as primarily stated is a massive labor industry so for keeping all the records and data intact in relation with the employees it has numerous batch processing applications such as computerized pay roll and salary applications, leaves and other vacation records, stocks and inventory control, sale and purchase and accounting. Additionally Indian Railways has also designed a long range decision support system that assists for scenario building and 'what-if' analysis for investment planning; this has also been developed and it being utilized for investment planning and decision making.

West Central Railway (WCR) is one of the 17 zones of Indian Railways that came into existence on 1st April 2003. It is headquartered at Jabalpur (Madhya Pradesh). The West Central Railway with its headquarters at Jabalpur comprises of **Jabalpur** and **Bhopal** divisions of erstwhile Central Railway and Kota division of erstwhile Western Railway. West Central Railway caters to 39 districts (24 districts of Madhya Pradesh, 13 district of Rajasthan and 2 districts of Uttar Pradesh). **It has a total route length of 2, 997 kilometres of which 1, 627 route kilometres is electrified.** Out of total route kilometres of WCR, 2, 185 km (about 73 %) of its route falls in

the State of M.P., 758 km (about 25 %) falls in Rajasthan and rest 54 km. comes under the jurisdiction of U.P. WCR has 2 major marshalling yards at **New Katni Junction** and **Itarsi Junction**, **besides 3** electric loco sheds at **New Katni** (holding capacity of 188 Locomotives), **Itarsi** (holding capacity of 189 Locomotives) and **Tuglakabad** (holding capacity of 227 Locomotives) thus having a **total fleet of 604 electric locomotives. There are 2** diesel loco sheds at **New katni** (holding capacity of 229 Locomotives) and **Itarsi** (holding capacity of 170 Locomotives) thus having a **total fleet of 399 diesel locomotives** to keep the traffic moving on its routes. In addition there is a **Coach Rehabilitation Workshop at Bhopal** and a **Wagon Repair Workshop at Kota** WCR became the 1st of Indian Railways to eliminate all its unmanned level crossings by 31 Aug, 2015.

The significant statistical data for the Financial Year 2015-16 are as follows: daily average loading is about **1, 810 wagons**, annual originating revenue earning loading is nearly **41.66 million tonnes** that amounts to approximately **Rs. 4, 026.88 crores**, **there are 608 mail/ express trains, 143 passenger trains** including **9+2 pairs of Rajdhani/ Shatabdi, 2 pairs of Jan-Shatabdi, 5 pairs of Garib Rath, 8 pairs of Duronto and 2 pairs of Suvidha Express, nearly 132.8 million** passengers originate their journey on this track giving an **earnings of approximately Rs. 1, 413 crores, with parcel traffic earnings of Rs. 132 crores** thus the overall total annual earning to nearly **Rs. 5, 760 crores.** The operating ratio of WCR in the year 2015-16 was 64.38%.

Some important ongoing projects of WCR are: *electrification work* of Itarsi-Manikpur section (510 Km.); *constitution of new lines* on Lalitpur-Khajuraho-Panna-Satna section (283 Km.), Rewa-Sidhi-Singrauli section (165 Km.) and Ramganjmandi-Bhopal section (262 Km.); *doubling lines* of Katni-Singrauli section (261 Km.), Bina-Kota section (282 Km.) and Satna-Rewa section (50 Km.) and *tripling project* of Bina-Habibganj-Barkheda-Budni-Itarsi section (total 242 Km.). Foundation stone of **Diesel Locomotive Traction Alternator Workshop** has been laid at Vidisha (Bhopal division in 2015) for the purpose of indigenously manufacturing some important components to be used in Diesel Locomotives. **WCR has a total officers and staff strength of 56, 022** (On Roll as on January 2017).

Kota Division

This railway division was first originally formed on 1st April 1952 and its headquarters are located at Kota (DRM office: Divisional Railway Manager) in the State of Rajasthan. Kota Railway Division again was re-fabricated on 1st August 1956 by joining the railway division of the districts that come under Western Railway. Kota Railway Division is one of the 3 railway divisions existing under the current West Central Railway zones of the Indian Railways that was constituted on August 1st 2003; Jabalpur Division and Bhopal Division are the other 2 railway divisions under WCR Zone headquartered at Jabalpur in Madhya Pradesh. Currently the working area of

Kota Division stretches from Kota to Mudesi Rampur (nearby Mathura railway station) in Uttar Pradesh in the north to Rohalkhurd (near Nagda) in Madhya Pradesh in the south. Further till Chaura Kheri (near Ruthai) in Madhya Pradesh in the east till Bassi (near Chanderia, Chittorgarh) 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 Kota Railway Division 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 (other very fast trains also) railway route. Kota Division at present serves more than 100 railway stations that fall under its range and jurisdiction. Besides Kota Junction, there is another sub-urban railway station called Dakaniya Talav Railway Station at Indira Nagar in South Kota and 3 more satellite stations that are at located at Sogariya, Dedhdevi and Chandresal. The Kota-Kanwalpura and Kota-Gurla sections were electrified in the financial year of 1987-88 under Western Railways. Kota is amongst the top hundred booking stations of Indian Railway. Currently Kota Division serves 8 districts of Rajasthan, 1 district each of Uttar Pradesh and Madhya Pradesh.

Job Satisfaction

Job satisfaction refers to a person's feelings of satisfaction on the job that acts as a motivation to work. It is just not self-satisfaction, happiness or self-contentment but primarily satisfaction of the individual on the job. Job satisfaction is defined as the 'pleasurable emotional state of employee resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values'. In contrast, job dissatisfaction is defined as 'the unpleasurable emotional state of employee resulting from the appraisal of one's job as frustrating or blocking the attainment of one's job values or as entailing disvalues'. However, both satisfaction and dissatisfaction were seen as 'a function of the perceived relationship between what one perceives it as offering one entailing'.

The term job satisfaction relates to the total relationship between an individual and the employer for which the employee is being paid. Satisfaction does mean the simple feeling state accompanying the attainment of any goal or the achievement of established performance; the end-state is feeling accompanying the attainment by an impulse of its objective. Job dissatisfaction does mean absence of motivation at work. Research, authors and institutions differently described the factors contributing to job satisfaction and job dissatisfaction. The most common parlance among them is of *Hoppock* who describes job satisfaction as "*any combination of psychological, physiological and environment circumstances that cause any person truthfully to say that I am satisfied with my job.*"

Factors Influencing Job Satisfaction

They are described as below:

1. Organizational Factors

Organizing and management norms and policies, size, location, production and performance of organization, environment and culture, etc.

2. Job Factors

Nature, allotment of the work & work conditions, degree of autonomy, job security, remuneration, fringe benefits & other non-monetary benefits, supervision at the job, relationship of job with employees working there, prospects and future associated with the job, recognition, awards and status of the job, etc.

3. Individual Personality Factors

Age, gender, geographical background, caste, religion & language, education & professional qualification, experience and skills, personality and personal life, family and marital life, etc.

Significance and Role of Job Satisfaction

Job satisfaction is the prime factor for the success of an organization and the incumbent themselves. Some of the noteworthy advantages of job satisfaction are as under:

1. Identification of Training and Developmental Needs among the Individuals Working
2. Preference and Non Preference of the Personnel could be Easily Ascertained
3. Stress and Anxiety Level among the Working Individuals could be Trace Out
4. Challenging Tasks and Hazardous Situations may be Handled Properly
5. Increasing of Risk Bearing Capacity
6. More and Large Focused Targets could be Fixed
7. Reduced Recruitment and Selection Costs of the Incumbents
8. Building of Healthier Work Environment and Communication Basics
9. Submission of Superior Quality of Work and Enhanced Performance
10. Constant Eagerness, Enthusiasm and Motivation towards Work
11. Satisfied Employees Tends to Stay Long in the Organization
12. A Tool to Increase Productivity/ Performance

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

The employees of the Indian Railways are monitored under The Payment of Wages Act 1936 and The Industrial Disputes Act 1947. An average railway employee works in some of the worst working conditions; day & night, under scorching sun, cold climate or pouring rain and under threat of life and materials. The railway employees work under HOER Rules: Hours of Employment and Period of Rest Rules 2005. The classifications of worker's duty are continuous, essentially intermittent, excluded and intensive. Besides different norms for running staff and split duty also applies accordingly.

2. Leave Facilities

Indian Railways offers a myriad of different leave and holiday facilities such as Leave on Average Pay (LAP), Leave on half average pay (LHAP), Leave Not Due (LND), Child Care Leave (CCL), Study Leave (SL), Casual Leave (CL), Compensatory Casual Leave (CL), encashment of leave, hospital leave, leave and vacation/ holiday rules for school staff, Maternity Leave (ML), Paternity Leave (PL), special disability leave, etc. These leaves and also other leaves can be availed as per the rules and regulations mentioned.

3. Salary and Other Benefits

Indian Railway staffs is categorized into 4 groups (group D, C, B & A); groups D is categorized as lowest and group A as highest, however group A and B represents gazette posts while group C and D represents non-gazette posts. The eligibility criteria to apply for every group and the salary structure are different. In comparison with banks and some other corporations Indian Railway employees are grossly underpaid in comparison to the nature of their work and risks undertaken. Bonus and Allowances are also offered to railway men such as DA (Dearness Allowance), HRA (House Rental Allowance), Overtime Allowance (OTA), Daily Allowance (DA), Transport Allowances and various types of other bonus and allowances are also applied.

4. Loans & Advances

Grants of various kinds of advances and withdrawals are permissible to the Railway employees from the Consolidated Fund of India (given in Indian Railway Administration and Finance & IREC Vol. I), some prominent are: advances with interest and interest free advances, both of them have further sub categories.

5. Promotion

They are provided as per the seniority rules. Seniority means the relative position of a Railway employee in the cadre to which he belongs. Seniority may undergo certain changes in circumstances like promotion (elevated post or hike in the basic salary), transfers, punishments, etc.

6. Travelling Concession

It is in the form of Passes and Privilege Ticket Order (PTO). The allowance of free passes and PTO is a vital concession especially to the railway men. The pass or PTO are signed and issued in accordance with instructions and orders issued by Central Government in Ministry of Indian Railways. Depending upon the urgency and work there are many kinds of passes.

7. Transfer Facilities

Normally an Indian Railway employee is employed throughout his service on the same Railway or any of the Indian Railway establishment to which he is posted on first appointment. An Indian Railway employee claims as a matter of right to be transferred to any other Railway establishment either by the administration or on employee's request. Transfers can be mutual or periodic or prevailing conditions.

8. Grievance Redressal Machinery

The grievance handlings are the representation from the railway servant on the numerous service matters. Trade Union and General Administration assist an employee in solving their grievance and helps in attaining a desired solution.

9. Welfare Facilities

Indian railways offers some of the best welfare facilities to its employees such as residential accommodation, canteen facilities, educational facilities, sports facilities, library, medical and health care facilities, etc.

10. Recreational Activities

Indian Railways attaches due importance to recreation for its employees and provides excellent facilities through Institutes & Clubs for entertainment, leisure, sports, libraries, cultural activities, etc. and Holiday Homes to enable the employees and their families to enjoy holidays at nominal expenses.

11. Staff Benefit Fund (SBF)

Each railway administration maintains a Railway Staff Benefit Fund that is administered at the headquarter level for benefitting the non-gazetted staff. The SBF is useful during sickness and distress relief, for funeral expenses of low paid staff, assistance to staff suffering from T.B., cancer, thalassemia, and mental diseases or major accidental cause when they are on leave without pay, for purchase of artificial limb, spectacles, dentures fixation, distress faced due to natural calamity, etc. An even grant through SBF is also given to the employees for their children studying in higher education.

12. Retirement Benefits

Pension and other retirement benefits for the railway employees have various forms such as medical treatment, gratuity, pension and railway passes to the employee (or the families).

Objectives of the Research

The present research study focuses to study the level of job satisfaction among the employees working at Kota Division of West Central Railway Region of Indian Railways with the following objectives:

1. To study the level of job satisfaction among the employees working at the Kota Division in the West Central Railway region of Indian Railways.
2. To have general view over the age, length of service, education and grade pay among the employees working.
3. To analyze the employee's satisfaction level in relation with the job and work profile.
4. To study the level of job satisfaction among the employees in context with salary received and other monetary (non-monetary also) benefits.
5. To closely examine the employees level of satisfaction regarding various career opportunities offered by Indian Railways.
6. To observe employees attitude and their satisfaction level concerning about numerous schemes under welfare activities, fringe benefits and other miscellaneous services.
7. Finally to trace out the current drawbacks and thereafter suggest various remedial measures for

enhancing job satisfaction level among the railway employees working at Kota Division of WCR region.

Research Design

Seeing the significance and enormous work, both the explorative and descriptive research has been undertaken by the researcher. The sample size comprise of 300 respondents (both the males and the females gender) who were the workers and employees working at various railway departments under Kota Division. The primary data has been collected by the help of questionnaire (random sampling technique) that was distributed by the researcher to the respondents. The secondary data collected comprise of journals, abstracts & periodicals on job satisfaction; published matter, reports and websites of Indian Railways, West Central Railway and Kota Division.

Hindrances Affecting Job Satisfaction

1. Shortage of Manpower

There exists acute shortage of staff. E. g. in electric department due to acute shortage of skilled and trained technician a good number of jobs are suffered, this delayed the projects. Similarly there is 25% less incumbents working in station masters, controllers and ticket checking category and also scarcity of staff in categories likewise, all running staff, doctors and RPF, etc.

2. Heavy Work Load

Employees working in Indian Railways work against nature and in almost every terrain. Their work is hard, long odd job hours, working area unhygienic and unclear. Moreover there is no fix duty for those working in field, they may work for 12 hours and overshoot of HQs is very common. Some employees are posted at very remote, dull, non willing stations and continuous night shifts. Hence all these circumstances with unsafe life due to field work deteriorate health and mental conditions of the employees.

3. Deficient Basic Amenities

Some employees posted at small stations complaint that there exists deficiency of required small basic needs (like dispensary, schools, market, etc.). Some work places are not situated at an ideal location like yard & pit department, loco-sheds, etc., there is no proper light facility and no standardized tools and equipments for the employees during work.

4. Inconvenient Resting Hours

Some duty hours either extend more than 8 hours and roster duty goes for 10-12 hours of job, an employee is even forced to work for continuous shift job, etc. No permission is given to employee to leave the HQ and no fixed time of work is allotted. Thus employees have no proper rest and no weekly off given. Continuously working in shifts disturbs the human biological clock.

5. Slow Pace of Digitalization

Speed of modernization is slow in Indian Railways as compared to other railways of developed countries. Employees need modern tools and equipments. A good number of physical works is done by railway-men and have least amount of modern gadgets. Railway hospitals do not have MRI,

ultra sound sonography, digital x-rays machines and latest modern way of diagnostic medication, testing tools and equipments.

6. Deprived Hospital Facilities

Hospital services, tools, equipments, drugs and other kinds of medical treatment are the most neglected in railway hospitals. Impolite behavior of the railway staff noticed, non availability of medicines and other necessary medication, least medical facility maintained when needed, etc. Private Doctors are working as per their own personal norms whenever they feel they come to the hospital and can leave any time. In addition the Class IV staffs working in railway hospital are also not utilized accordingly they found to be sitting idle and gossiping.

7. Disturbed Social Life

Some railway employees were so much indulged in their jobs that they hardly get time to spare with their families. Employees are posted at remote regions or far off from their HQs or due to continuous shift work or roaster duty for 10-12 hours, employees get absolutely stressed and depressed; thus their social and family life is adversely affected. These employees have no time for social gathering or friend reunion and devote less time and duties towards their family's expectation.

Facilitation for Enhanced Job Satisfaction

1. Fill Vacant Posts

There is immediate recruitment of various essential vacant posts. This will try decreasing accidents, exaggeration of budgets and tension caused due to pressure of work. So every department whosoever facing shortage of staff must prepare a list of deficit posts so as to have an average working staff.

2. Update Basic Amenities

There must be provision of smaller single rooms for rest at running rooms. Rest houses or running rooms must be cleaned timely, hygienically maintained with basic utilities, sound proof and air cooled. Quality food, RO treated drinking water and other daily necessities stocks maintained at running rooms, some special provisions to increase facilities at rest and running rooms like T.V. Improve and maintain conditions of housing quarters and at work place proper lighting and ventilation facilities should also need to be constituted.

3. More Resting Period

Try not to give more than 2 night shifts simultaneously to the same worker. Give weekly rest on time so thus the workers feel rejuvenate on the next duty. Give a considerable amount of time and rest for the next duty. Try fixed the duty roaster/ duty hours for 8 hours especially in the branch line section as it takes considerable amount of time to return back to their respective HQs or their homes.

4. Modernize Work

Adoption of modernized technique in areas of computerization, file management system, attendance system, and grievance mechanism for employees, stores handling management, and day to day work. Remove equipments that are old, broken or currently no use so as to minimize physical and material loss. Use of latest software programme,

online making travelling/ concessional pass or PTO, PF, attendance cards, etc., digitalized office work at small stations and introduction of robotics machines and mechanised way of tooling, etc.

5. Modernize Medical Facilities

Update medical facilities. Medical staffs need to be soft spoken, well mannered and ready to help the needy ones. There be improvement in behaviour and conduct of doctors and staff while dealing with patients. Have the immediate recruitment of fresh doctors, opening of new departments, installation of MRI, digital X-rays machines and CCTV cameras.

6. Innovative Measures To Reduce Stress

There must be ground level work to reduce stress and increasing of services related with health and body stamina, such as build up of entertainment or relaxation zones, sports activity complex, compulsory health check up of every employee, regular organization of some cultural or social events, jointly celebration of some festival, etc. would definitely try to reduce undue stress among the railway personnel.

7. Organize Family Reunion

Welfare officer may arrange family tours or organization of cultural events among its department; this will make employees relaxed, close to their family and increase their social life. Other measure could be monthly organization of railway-man get-together, officers meet or allotment of a spacious accommodation to the employees so thus they can keep their family at respective stations of work, etc.

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 undisputed 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.

Though generally it has been found out that employees feel satisfied over some issues such as over provision of basic amenities, job security, leaves sanction, salary, medical facilities, travelling pass and retirement benefits. Simultaneously there is also discontentment over certain issues such as availability of tools, housing quarter conditions, promotion, pension benefits, resting discomforts, etc.

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