

Research Article



Mean Analysis of Organizational Factors with Reference to Transportation and Commercial Department Employees Job Satisfaction in Indian Railways - Vijayawada Railway Station, South Central Railway Zone.

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Received: 30-10-2016; Revised: 03-01-2017; Accepted: 12-01-2017.

ABSTRACT

Employee Satisfaction in Vijayawada Railway Division is very much interesting topic for us. Most of the employees are satisfied with this company performance. Company has a very good image among its employees. Most of the employees know organizations strategy; they have confidence in its leadership. Most of the Employees are getting appropriate recognition for their contribution. Railways providing fair salary to its employees further work. Organization is like a family where employees have to put share of responsibilities and work in accordance with the organization goal. People always get chance to show their talents and get recognized. Management is quite approachable.

Keywords: Indian railway employees, Employee job satisfaction.

INTRODUCTION

Job satisfaction influences the efficiency of employees there by it determines the effectiveness of organizations. Interestingly, it is an intangible and qualitative variable. It relates to feelings, emotions and expressions. Thus, it is a psychological aspect of expression of an attitude. Attitude is a permanent impression formed about the job. Employees interact with people and other resources while on the job. In the process, they experience positive or negative feelings on various aspects of structure and environment of the job and this feeling is called job satisfaction. The concept of job satisfaction has gained importance ever since the human relations approach became popular. When a person is considered as important in the organization, his satisfaction on the job is all the more important to direct the energy for the realization of goals.

- Job satisfaction is an inner feeling. It can only be inferred through the expression of behaviour. Interestingly, it cannot be seen and it is thus intangible.
- Job satisfaction is an attitude. It is a subset of attitude.
- Job satisfaction influences the skill and energy of an individual.
- It can be positive or negative. It is expressed in a high or low degree.
- Job satisfaction is associated with emotional state of human mind.

Organizational Factors

A number of factors in the organization determine job satisfaction of employees. Organizations can increase

job satisfaction by organizing and managing certain factors, which are described below.

Wages

Wages play an important role in influencing job satisfaction. This is because of two reasons. The first one is that money is an important instrument in fulfilling one's needs. The second one is that employees often see pay as a reflection of management's concern for them. There is no denying the fact that employees want a pay system which is simple, fair and in line with their expectations. When pay is seen as fair, based on job demands, individual skill level, and community pay standards, satisfaction is likely to result. Often the definition of fair and equitable wage does not exist. So, wages are not perceived as equal to the labour exerted by employees. This leads to dissatisfaction among employees. Hence, emphasis should be laid on ones perception of fairness rather than the absolute amount paid to employees.

Nature of Work

The nature of one's work has a significant impact on job satisfaction. Jobs involving the use of intelligence, skills and abilities, and which are challenging and have scope for greater freedom lead to job satisfaction. On the other hand, feelings of boredom, frustration and failure, and a poor variety of tasks leads to job dissatisfaction.

Working Conditions

Good working conditions are essential to motivate employees to spend the required time at the work place. Safety and comfort motivate an employee to work. Poor working conditions may lead to a feeling that one's health is in danger. Thus working conditions determine the level of an employee's job satisfaction. For instance, employees in a software company express



job satisfaction on this variable as they work in very neat and comfortable air-conditioned rooms. But a worker who is working in mines is likely to express dissatisfaction with respect to working conditions. This is because, there are a number of possible dangers to life like paucity of oxygen, roof falls, untidy and slippery floor, poor lighting and ventilation. Hence, the expression of feeling of satisfaction depends on the work environment of organizations.

Opportunities for Promotion

Promotional opportunities affect job satisfaction considerably. The desire for promotion is generally strong among employees as it involves change in the job content, pay, responsibility, independence, status and the like. An average employee in a typical government organization can get three or four promotions in his entire life, though chances of promotion are better in private sector. It is no surprise that employees take promotion as the ultimate achievement in his career and when it is realized, they feel extremely satisfied.

Job Content

Job content refers to factors that are inherent in the job such as recognition, responsibility, advancement, achievement etc. Jobs involving a variety of tasks and which is/are less repetitive result in greater job satisfaction. A job whose content is poor produces job dissatisfaction. Herzberg, Mausner and Snyder man found that job content factors like achievement, responsibility etc., and lead to greater job satisfaction. In a study conducted by Walker and Guest, it was found that repetitive work is the most dissatisfying factor, whereas pay and security are satisfying factors.

Level of employment

The level at which an employee is working determines job satisfaction. Jobs at a higher level are viewed as prestigious and employees working in such jobs express a greater degree of job satisfaction than those working at a lower level. Glimmer found that professional people have greater job satisfaction than salaried workers and factory workers are least satisfied with their jobs. Porter's results were similar who found that at each successive lower level, managers were less satisfied.

Leadership Style

The style of leadership of the superior also determines the level of satisfaction of an employee. A democratic leader who promotes friendship, respect and warm relationships among employees enhances job satisfaction. On the other hand, employees working under authoritarian leaders express a low level of job satisfaction. Transactional and transformational leaders are found to have promoted job satisfaction among their subordinates. Similarly, charismatic leaders also promoted job satisfaction among their subordinates. However, employees working under bureaucratic supervisors have expressed job dissatisfaction.

Need and Importance for the study

Indian Railways (IR) to a large extent depends upon the job satisfaction level of employees with the jobs being carried out by them. But, the job satisfaction level of employees depends upon a number of factors like- Organizational factors, group factors, personal factors and other factors. If the above stated factors are positive, employees derive job satisfaction or else they may get dissatisfied with their jobs. If employees are satisfied, it is a great benefit to IR as employees work effectively and efficiently thereby, the performance of the organization will increase manifold. On the other hand, if employees are dissatisfied with their jobs, it is a great loss to the organization as employees will be indifferent to work thereby the performance of employees will come down. It is to be noted that the Vijayawada railway division of IR controls a total of 161 railway stations and in all these stations together as many as 18,688 people are employed. Among all these 161 stations, Vijayawada railway station is the largest one with a total manpower of 8,029. All these employees work in different departments such as Civil engineering, Mechanical, Transportation, Commercial, Signal & telecommunications, Electrical, Personnel etc. Among these different departments, transportation and commercial departments are critical to the success of IR since the employees of transportation department have to carry passengers and goods with utmost safety and security while the commercial department has to generate sufficient revenue to IR.

Reviews Related to Job satisfaction

Naveed Ahmad et al (2014) investigated the impact of organizational commitment and employee performance on employee satisfaction. The results showed positive relationship between organizational commitment and employee satisfaction. Similarly, employee performance has a positive fall out on employee satisfaction.

Mary Eapen and Sumathi Annamalai (2014) studied the job satisfaction of employees in an Automobile Sales and Service Company and the major factors that contribute to job satisfaction. The study revealed that 89 percent of employees are either satisfied or very satisfied with their current job and the major factors that contributed to their job satisfaction are pay, benefits, working relationship with the supervisors, leadership, security and clarity of communication.

Murugesan (2014) made an attempt to know the satisfaction level of employees in areas like safety & health measures, employee welfare, working conditions, motivation and leave procedures. The study revealed that employees are not satisfied with welfare facilities and leave procedures. Hence the author suggested that the company has to improve a lot in these two areas.

Mohammad Doostdar et al (2014) examined the impact of intellectual capital on employees job satisfaction in banking industry. The results indicated that the effect of



intellectual capital (human capital, relational capital and structural capital) on the job satisfaction level of employees is positive of oegbuonyema (2014) discussed the relationship between human resource management practices and employee job satisfaction. The study found that positive relationship exists between job satisfaction and human resource management practices represented by recruitment and selection, training and development, performance appraisal and compensation.

YuhuaXie et al (2014) analyzed the influence of cultural internal integration perception both on the new generation employees and traditional employee's job satisfaction. The practical implications are put forward that managers should fully consider the inter-generational differences in employees and pay attention to the participation motivation of new generation employees and the formation of team spirit.

Ngirr and Ehlengan pai et al (2014) made an attempt to identify the impact of downsizing on employee survivor's job satisfaction and to determine whether a relationship exists between employee job satisfaction and organizational commitment. The results indicated that there is a relationship between employee job satisfaction and organizational commitment among the survivors of the downsizing process.

Mohammad Riaz et al (2014) have undertaken a study to find out the variables that enhances job satisfaction among the employees in Sakthi Auto Components Limited, Erode. The results show that the company needs to increase the wages and salaries and also leave facilities. It also needs to improve the working environment and interpersonal relations.

Ejaz Ahmed Khan et al (2014) found out the relationship between job stress and job attitudes. The results revealed that job stress has a significant negative relationship with job performance, job satisfaction and life satisfaction while positively related with turnover intentions.

Hassan Ahmed (2014) identified several factors that are resulting in work-family conflict. He felt that due to work-family conflict, the job satisfaction of employees is low leading to high employee turnover.

Research Gap

The researcher has reviewed various Research studies relating to the job satisfaction of employees of IR. Those studies has been conducted in various departments of IR like Civil engineering, Mechanical engineering, Electrical engineering, Stores engineering , Signalling and Telecommunications, Safety organization, Personnel department, Medical department, Security department. But, the research study regarding the job satisfaction of the employees of Commercial and Transportation Departments are very few. So, the researcher has taken the study to fill the gap.

Objective of the Study

- To study the job satisfaction of employees with respect to Organizational factors.

Hypothesis

- **Null hypothesis:** There is no significant difference between Job satisfaction of employees and their Organizational factors.
- **Alternate Hypothesis:** There is a significant difference between Job satisfaction of employees and their Organizational factors.

Scope of the study

The present study is an attempt to assess the job satisfaction level of employees in Indian railways. The scope of the present study is both wide and narrow. The scope of the study is also viewed as narrow for it covers only one railway station of the 7,146 railway stations in India.

Methodology

This study is based on the Primary and secondary data collection. It is descriptive, comparison and analytical in nature. In the present study, descriptive analysis has been conducted keeping in view the requirements of the study. Comparison of various variables is done to know the job satisfaction between transport and commercial departments. In analytical part the problems that lead to job dissatisfaction and the needs to create more job satisfaction between transport department and commercial department are mentioned. The researcher has brought out various factors which influence the job satisfaction by nature. In the present study; questionnaire, interview method and observation method have been used. The outcome of the research is tested with the Hypotheses.

Sampling process

Researcher has collected primary information from Vijayawada Railway station employees for the present study. Out of the total 350 respondents the researcher collected from 276 respondents, the rejection rate of which is 21 percent.

Selection of study area

Indian Railways is a state-owned public utility of the Government of India under the Ministry of Railways. It is the biggest employer in the world with a total manpower of 13.06 lakh employees. It is a profit making organization besides contributing a lot to the socio-economic development of the nation. Like any well-established organization, IR also has a number of departments dealing with different functions. While departments like Civil, Mechanical, Electrical, and Signalling provide the necessary inputs such as track, locomotives, coaches, signal & telecommunications etc., the Transport Department makes use of these facilities



to provide transport by running trains. The commercial department on the other hand markets various services such as transporting passengers, goods, parcels, etc. There by generating revenue for IR. In short, both the transport department and commercial department are essential to the success of IR, since the former transports passengers and freight from one point to another point, while the latter generates revenue for IR. In short, the employees of these two departments contribute a lot directly to the growth and development of IR and indirectly to the growth and development of the nation. In spite of their huge contribution to IR, the employees of these two departments undergo a lot of stress and strain while discharging their duties. For instance, the employees of transport department like drivers perform their duties in different shifts including the night shifts. Any complacency on the part of drivers leads to accidents thereby causing huge losses to IR. In other words, drivers and assistant drivers should always be vigilant as they deal with public especially with valuable human lives. Further, they are prone to occupational diseases like deafness and heart diseases due to heavy thudding sound and other noises. Above all, they are away from home due to the nature of work. Even the employees of commercial department are no exception as the work is heavy in Vijayawada railway station. This is because, the counters are always busy with passengers. All the same, the work is heavy in the freight section of commercial department. There is no denying fact that employees of these two departments are hard pressed for time even to meet their bare needs. In short, due to the hard nature of work, employees may be dissatisfied with their jobs. Hence, IR has to continuously monitor the job satisfaction level of employees of these two departments. But such mechanism is absent in IR.

Population

IR has a total manpower of 13.06 lakh employees during 2011-12 and the manpower is distributed among 16 zones, 68 divisions and 7,146 railway stations spanning the length and breadth of the country. It is to be noted that zones control the divisions while divisions control the railway stations. Vijayawada railway division, which is a part of South Central Railway Zone, has a total manpower of around 18,688. The division covers a total of 161 railway stations. Of the total 18,688 employees under this division, as many as 8,029 people are employed in Vijayawada railway station including the divisional office. All these employees fall under different departments such as Civil engineering, Mechanical engineering, transportation, commercial, signaling & telecommunication, electrical, administration, personnel, security, medical and accounts. Among these different departments, employees who fall in the transport department account for 765 while employees who fall in the commercial department constitute 1,067.

Sampling Techniques

The statistical technique is Mean analysis. In the views of transport department employees and commercial department employees with regard to their job satisfaction. These methods have been applied as per the need and appropriateness to lend the data greater precision and systematization.

Sample Size

In Vijayawada railway station the researcher took samples from Transport and Commercial departments which represent different populations. In some instances, systematic sampling is to be applied on the population in uniformly.

In Vijayawada Railway Junction/Station, as many as 8,029 people are employed. In the total manpower of this station, as mentioned earlier, the employees of transportation department account for 765 while the employees of commercial department account for 1,067 as on 31st March 2012. On the whole, the sample accounts for 115 employees of transportation department and 161 employees of commercial department. It is to be stated here that the employees of transportation department are Drivers (Pilots), while the employees of commercial department include Commercial Officers (Clerks) etc. The details of employees of transport department and commercial department and the sample size taken are presented in table-1.

Table-1: Department-wise sample size particulars of Vijayawada Railway junction/station

| Sl. No. | Department wise manpower | Manpower (In number) | Sample size taken |
|---------|-------------------------------------|----------------------|-------------------|
| 1 | Transportation Department employees | 765 | 115 |
| 2 | Commercial Department employees | 1,067 | 161 |
| | Total | 1,832 | 276 |

Source: In-house publications of Vijayawada Railway Division

TOOLUSED

Mean Analysis for job satisfaction in organizational factors.

Perception towards job satisfaction of employees related to Organizational factors.

Job satisfaction is intangible and multi-variable. It increases the quality of work and mental health of an employee. Factors which influence job satisfaction they can be classified into three categories. They are organizational factors, group factors and personal factors.



A number of factors in the organization determine job satisfaction of employees. Promotion policy is one of the most important components of personnel policies in any organization. Every employee in service looks for better service conditions like promotion to the next higher cadre after having put up a minimum period of service in the current cadre. Therefore, it is necessary to lay down a clear policy regulation with regard to promotion to each cadre as it creates a healthy atmosphere in the organization and also improves the efficiency of the organization to a larger extent. In this regard, a brief

discussion is made hereunder about the promotional policies of IR.

Organizations can increase job satisfaction by organizing and managing certain factors, such as nature of job, job security, work environment, pay benefits, leadership style, economic conditions, technical changes, governmental policies and cultural environment.

Employee job satisfaction mostly depends on following factors.

Table-2: Perception towards job satisfaction of employees related to Organizational factors

| S.No. | Job Satisfaction – Organizational Factors | Mean | Rank |
|-------|---|------|------|
| 1 | Indian railways (IR) provides job security(Security) | 4.35 | 6 |
| 2 | IR pays good wages and salaries (Salaries) | 4.37 | 4 |
| 3 | IR pays wages and salaries on time (On time) | 4.39 | 3 |
| 4 | IR pays bonus and other benefits from time to time (Benefits) | 4.04 | 14 |
| 5 | The wages and salaries paid by IR are as good as being paid by other transport companies (Payments) | 4.10 | 12 |
| 6 | The working conditions in IR are good (Working conditions) | 3.01 | 15 |
| 7 | IR gives utmost importance to safety (Safety) | 4.45 | 2 |
| 8 | The job is challenging in IR (Challenges) | 4.36 | 5 |
| 9 | The work load in IR is in manageable limits (Work load) | 2.34 | 16 |
| 10 | Employees in IR are given opportunities to use their skills and abilities (Skills) | 4.17 | 10 |
| 11 | Autonomy exists in IR (Autonomy) | 1.93 | 17 |
| 12 | Promotions are based on the suitability of the promote rather than on favouritism (Performance) | 4.22 | 9 |
| 13 | The methods adopted to promote employees are Transparency and fair (Transparency) | 4.16 | 11 |
| 14 | Promotions are timely in IR (Promotions) | 4.10 | 12 |
| 15 | The policies of IR are just and fair (Policies) | 4.25 | 7 |
| 16 | IR recognizes and rewards employees who show outstanding performance in their work (Recognition) | 4.46 | 1 |
| 17 | IR provides welfare facilities to the satisfaction of employees (Welfare) | 4.25 | 7 |

Table-2 displays the mean value of perception towards job satisfaction of employees related to Organizational factors. It is clear from the table that recognition has the highest mean value of (4.46), followed by Safety (4.45), On time payment (4.39), Salaries (4.37), Challenges (4.36), Security (4.35), Policies (4.25), Welfare(4.25), Performance (4.22), Skills (4.17), Transparency (4.16), Promotions (4.10), Payments (4.10), Benefits (4.04), Working conditions (3.01), Work load (2.34), Autonomy (1.93) . It is inferred from the table that employees have the perception that employees who show outstanding performance in their work are recognized and rewarded by Indian Railways.

Finding

Result of Mean analysis has revealed that Employees have the perception that those who show outstanding performance in their work are recognized and

rewarded by Indian Railways. Recognition has the highest mean value followed by Safety, on time payment, Salaries, Challenges, Security, Policies, Welfare, Performance, Skills, Transparency, Promotions, Payments, Benefits, Working conditions, Work load and Autonomy.

Suggestions

- IR recognizes and rewards employees who show outstanding performance in their work such as maintaining punctuality, work performance, and those who reverted accidents etc... It is a source of job satisfaction to employees as their efforts and achievements are recognized and rewarded. The study suggests to IR to continue the practice of rewarding outstanding performers.



- The working conditions in IR need to be improved especially for the employees of transport department, because the employees of these departments are exposed to different diseases. In view of this, it is suggested to IR to improve the working conditions for the well-being of the employees of transport department.
- IR gives utmost importance to safety as is evident from the various training programs undertaken by it. Further as mentioned earlier, it has undertaken a slew of measures to prevent collisions, derailments, fire in trains etc. In this regard, it is suggested to IR to continue the current safety practices and improve the safety practices further.

CONCLUSION

Job satisfaction is an important indicator of organizational performance. A satisfied worker contributes to productivity and organizational effectiveness and is an asset to the organization. A dissatisfied worker inhibits Performance and is a liability to the organization and society. Hence managers have to infer the job satisfaction of employees by careful observation and interpretation of what they say and do while going about their jobs. Sometimes, it is also useful to examine more formally the levels of job satisfaction among groups of workers, especially through formal interviews or questionnaires. Increasingly, other methods are being used as well, such as focus groups and computer based attitude surveys.

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Source of Support: Nil, Conflict of Interest: None.

