

A STUDY ON EMPLOYEES JOB SATISFACTION IN INDIAN RAILWAY (WITH REFERENCE TO SALEM DIVISION OF SOUTHERN RAILWAY)

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ABSTRACT

Job satisfaction of employees is considered as one of the important factors for improving the organizational goals. The Indian railway is similar to the attempt to increase employee job satisfaction. In this regard, human resource management practices can have a critical role. This study focused on problems in working environment and various welfare activities in Indian railways. Moreover, this research attempted to examine the variables on job satisfaction separately. The total 354 collected data from Salem railway division of southern railways have been tested and analyzed by one way ANOVA Analysis.

Keywords: Human Resource Management Practices, Job Satisfaction, Southern Railway

1. INTRODUCTION

Human Resource is considered to be very crucial in the organizations. Sound and healthy organizations at present started realizing the Human Resource as the most important of all assets based on the emerging values of humanization. Development is considered to be the soul of the Human Resource Management functions, which reflects on the establishments of the organizations. Human Resource Development, in a growing economy like India, is the need of the time and undoubtedly, the transport sector is the most effective instrument for India's economic development. In spite of the rapid technological reformations, Human Resources remain the backbone of the organizational structure of Indian Railways-which undertake the crucial responsibility of transforming its outfitted system into the modern one that suits to the current requirements.

1.1 Importance of Railways in the Indian Transport Network

Indian railways are a unique and crucial role in the countries transport infrastructure. Presently it operates 20,039 trains a day, transporting 3 million tons of freight traffic and 23 million passengers. Indian railways are the topmost rail passenger's carrier and the fourth largest rail freight carrier in the world. During 2015-16 the freight loading by Indian railways stood at 1,110.95 million tones, and the passengers transported, at 8.22 billion. The corresponding number in 1950-51 was 73.2 million tones and 1.28 billion respectively. However when viewed in terms of passengers kilometers a measure of throughput suburban transport makes up about 15 percent of the aggregate transport.

1.2 HRM Major Influencing Factors

In the twenty first century HRM are influenced by the following factors, which will work as various issues affecting its strategy:

- Size of the workforce.
- Rising employees' expectations.
- Drastic changes in the technology as well as lifestyle changes.
- Compensation of the workforce.
- New skills required.
- Environmental challenges.
- Lean and mean organizations.
- Culture prevailing in the organization, etc.

their managerial skills that would help the overall performance of the Salem railway division.

1.3 Objectives of the Study

- To analyze the relationship between job satisfaction and Human resource management practices.
- To identify the various dimensions that improves the effectiveness of Human Resource Management Practices.

2. METHODOLOGY

The study consists of both explorative and descriptive manner. The explorative by Primary sources of data included a questionnaire administered to employees who are employed in Salem division of southern railways. The questionnaire developed by the researcher based on the research questions and the literature.

2.1 Data Collection- The researcher attended a number of meetings with employees of the Salem railway Division. The researcher has attended the employees belonging to different categories; the respective responses of the employees were avoided. The aggregate of 354 questionnaires was distributed to employees of Salem division.

2.2 Data Analysis- Data form and the structured self-administered questionnaire were properly organized through data coding, cleaning, and entering. Data processing was done by the Statistical Package for Social Science (SPSS). One way ANOVA test are applied to analyze and interpret the information. The result will be finally presented in charts and tables. These are used to ensure easy understanding of the analysis.

3. REVIEW OF LITERATURE

Achde va and Arora (1988) reveal that Human Resource Development helps in organization building by constantly making studies accountabilities, compensation, forecasting, appraisal system, re-organization, communication, training, and development union management reaction, working condition etc.

Khanna S. (1989) explored that Human Resource Development through group discussion, participation in common tasks, mutual discussion, common agreement on group goals, discovery of individual goal with that of group goal aims to bring changes in attitudes of employees. This facilitates change in the culture of the organization.

Chandrashekhhar (1989) studied stress Human Resource Development in organizational restructuring, the researcher expressed that the HRD through organizational development helps in organizational reorganization and changing the organizational culture for attractive organizational effectiveness.

4. OBSTACLES THAT AFFECT JOB SATISFACTION

4.1 Manpower Shortage

There is a serious shortage of employees. For example, in the electrical sector, several jobs have been postponed due to a serious lack of qualified and trained technicians. The number of people working as station managers, controllers, and ticket inspectors has dropped by a quarter, as well as a staffing shortage in categories such as all running crew, physicians, and RPF, among others.

4.2 A huge amount of work to do

Employees of Indian Railways labour in practically every terrain and against nature. Their labour is difficult; they work long and irregular hours, and their working environment is filthy and unsanitary. Those working in the field have no set job schedule and might labour up to 12 hours a day with no regard for their safety. Some personnel are assigned to stations that are extremely far away, uninteresting, and unappealing, as well as night shifts that last all night. As a result, all of these situations, along with the dangers of outdoor labour, have a negative impact on the workers' health and emotional well-being.

4.3 Inconvenient Rest Time

Some employees are required to work more than 8 hours a day, and roster duty might continue up to 10-12 hours, among other things. Employees are not permitted to leave the headquarters and are not assigned a certain work schedule. As a result, workers are not allowed enough relaxation or a weekly vacation. Working in shifts all the time throws off the human biological clock.

4.4 Digitalization's Slow Progress

In comparison to other industrialized nations' railroads, India's railways are sluggish to modernise. Employees need cutting-edge tools and equipment. Railway workers do a large number of manual tasks and use the fewest contemporary technology. There are no MRIs, ultra-sound sonograms, digital x-ray machines, or the most up-to-date diagnostic testing devices and technology at railroad hospitals.

4.5 Inadequate Hospital Services

In railway hospitals, hospital services, instruments, equipment, pharmaceuticals, and other types of medical care are the most neglected. The train staff's impolite conduct was seen, as was the lack of medicines and other required medications, the lack of medical facilities when they were needed, and so on. Private doctors labour according to their own personal standards whenever they feel like it, and they are free to quit at any moment.

In addition, the Class IV personnel at the railway hospital is underutilized, since they are observed sitting idly and talking.

4.6 Interrupted Social Life

As a result of their jobs, several railway employees had little time to spend with their family. As a result of being stationed in far- flung areas or working 10- to 12-hour shifts or roaster duty, employees might get anxious and depressed, which can have a detrimental influence on their personal and social life.

These workers possess less energy for get-togethers or reunions with companions, and they give less time and work to their family's prosperity than their friends.

4.7 Data Analysis and Interpretation

Relationship between the Problems in Working Environment and various Welfare Activities of the Employees

The welfare activities of the employees might affect the working environment in the organization. The employees not satisfied with the welfare facilities will be affecting the productivity of the concern. The working environment is affected by the perception of the employees towards the welfare measure.

The following hypothesis tests the relationship between the variables.

H₀: There is no significant difference among working environment and various Welfare activities of the employees

H₁: There is significant difference among working environment and various Welfare activities of the employees

Problems in Working Environment and variousWelfare Activities of the Employees

Table No.1.1

| Variables | Particulars | Sum of Squares | Mean Square | F | Sig |
|-----------------------------------|----------------|----------------|-------------|--------|----------|
| Medical facilities | Between Groups | 4.732 | 1.183 | 2.697 | 0.031* |
| | Within Groups | 153.056 | 0.439 | | |
| | Total | 157.788 | | | |
| Uniform | Between Groups | 12.503 | 3.126 | 4.285 | 0.002** |
| | Within Groups | 254.582 | 0.729 | | |
| | Total | 267.085 | | | |
| Drinking water | Between Groups | 20.366 | 5.092 | 9.427 | <0.001** |
| | Within Groups | 188.495 | 0.540 | | |
| | Total | 208.862 | | | |
| Canteen | Between Groups | 24.228 | 6.057 | 15.104 | <0.001** |
| | Within Groups | 139.956 | 0.401 | | |
| | Total | 164.184 | | | |
| Rest room | Between Groups | 22.708 | 5.677 | 9.469 | <0.001** |
| | Within Groups | 209.239 | 0.600 | | |
| | Total | 231.946 | | | |
| Recreationalfacilities | Between Groups | 32.863 | 8.216 | 11.288 | <0.001** |
| | Within Groups | 254.007 | 0.728 | | |
| | Total | 286.870 | | | |
| Educationalfacilities to children | Between Groups | 32.157 | 8.039 | 20.912 | <0.001** |
| | Within Groups | 134.163 | 0.384 | | |
| | Total | 166.319 | | | |
| Festival Advances | Between Groups | 5.583 | 1.396 | 3.173 | 0.014* |
| | Within Groups | 153.527 | 0.440 | | |
| | Total | 159.110 | | | |
| Sanitationfacilities | Between Groups | 21.197 | 5.299 | | |

| | | | | | |
|----------------------|----------------|---------|-------|--------|----------|
| | Within Groups | 265.123 | 0.760 | 6.976 | <0.001** |
| | Total | 286.319 | | | |
| Housing facilities | Between Groups | 33.920 | 8.480 | 15.252 | <0.001** |
| | Within Groups | 194.038 | 0.556 | | |
| | Total | 227.958 | | | |
| Family Train pass | Between Groups | 12.427 | 3.107 | 7.172 | <0.001** |
| | Within Groups | 151.180 | 0.433 | | |
| | Total | 163.607 | | | |
| Leave Facilities | Between Groups | 3.500 | 0.875 | 2.050 | 0.087 |
| | Within Groups | 148.921 | 0.427 | | |
| | Total | 152.421 | | | |
| Voluntary Retirement | Between Groups | 18.871 | 4.718 | 8.335 | <0.001** |
| | Within Groups | 197.550 | 0.566 | | |
| Scheme | Total | 216.421 | | | |
| RetirementBenefits | Between Groups | 18.194 | 4.548 | 7.858 | <0.001** |
| | Within Groups | 202.001 | 0.579 | | |
| | Total | 220.195 | | | |

** Significant level at 1 percent * Significant level at 5 percentSource: *Primary Data*

The testing of hypothesis reveals the relationship of the variables between problems in the working environment and welfare activities of the concern. The Medical Facilities (0.031), Uniform (0.002), Drinking Water (<0.001), Canteen (<0.001), Rest Room (<0.001), Recreational Facilities (<0.001), Educational Facilities to Children (<0.001), Festival Advances (0.014), Sanitation Facilities (<0.001), Housing Facilities (<0.001), Family Train Pass (<0.001), Voluntary Retirement Scheme (<0.001) and Retirement Benefits (<0.001) have significant p-values and null hypothesis is rejected.

There fore these welfare activities are being influenced by the problems in the working environment.

The Leave Facilities (0.087) p-value is statistically insignificant and it can be said thatthe problems in working environment do not influence the leave facilities of the employees.

5. FINDINGS

The relationship between the problems faced in the working environment and welfare activities provided by the management is measured. The results reveal that the problems faced in the working environment is significant relationship between the medical facilities, uniform, drinking water, canteen, recreational facilities, educational facilities, festival advances, sanitation facilities, housing facilities, restroom, leave facilities, voluntary retirement scheme and retirement benefits.

The problems faced in the working environment are not having relationship with the family train pass provided by the management.

6. CONCLUSION

The Salem Division is able to generate income due to the employee satisfaction in the division and they provide their fullest potential towards the job they perform.

The HRM practices involving various areas of recruitment, selection, performance appraisal, promotion, transfer, working condition, grievance handling, trade unions, industrial relations and safety of the employees are the majorly satisfied and less problematic areas were the employees are having good opinion about the management.

The Southern Railways of Salem Division is managing the Human Resources by adopting appropriate scientific management techniques isconclusion based on the opinions of the employees even though the management has to concentrate on the workers participation in the management.

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