

## **A Study on Employee Job Satisfaction in Railway Divisional Office, Vijayawada**

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### **ABSTRACT**

*The present study was undertaken on job satisfaction of employees in South Central Railways at Vijayawada Divisional Office. This study tried to understand the various factors affect the satisfaction or dissatisfaction of employees on their job. This study strives to evaluate job satisfaction of employees in Vijayawada Division. It also analyses the relationship between the employees and employer and how this relationship helps in motivating employees to increase the individual performance as well as railway Divisional office performance. It also explains about how working conditions, salaries, bonus, increments affects the job satisfaction of employees. It analyses the perception of employees on working hours, job security, job description, employee skill development programs conducted by Railway Divisional Office. This study helps to understand whether the employees are getting enough chance to exhibit their talents and employees relationship with their superiors. It helps to know about employees work burden at their work place. It explains about promotion system prevail in the organization as well as about reward systems that are maintained and welfare facilities that are provided and social relationships maintained by superiors in the Railway Divisional Office.*

**Keywords:** job satisfaction, employee performance, welfare measures, the relationship between employees and employer, Job Satisfaction, Factors of job satisfaction.

### **INTRODUCTION:**

Job Satisfaction is the positiveness or negativeness that is experienced by the employee in his or her job. It explains the difference between employee's expectation of the job and the rewards that the job provides to him. Job Satisfaction plays a vital role in the life satisfaction of employee. The nature of employee's working environment also affects the life of employee as Job Satisfaction influences employee's general life satisfaction. So Job Satisfaction is the consequence of various attitudes that an employee have on. In a narrow sense, these attitudes are related to specific factors such as wages rates, nature of work, Supervisors of employment, conditions of working environment, social relationship with the superior and supervisor, reward systems, welfare facilities and employee participation, timely settlement of grievances and equal treatment by the superior. However, so many other factors are to be taken into consideration before a clear understanding of job satisfaction can be obtained. Job satisfaction is the feeling of person's gratification on his or her job, which stimulates him to do work. Job satisfaction is the level of happiness one feels about his/her job. Job satisfaction is directly proportional to performance. Greater the job satisfaction, higher will be the employee's performance as well as lesser the job satisfaction, lessen the employee's performance. Job satisfaction is the mental pleasure associated with a job. Job satisfaction, motivation, and morale are the three different concepts. Motivation is nothing but a desire to do the task.

According to pestonejee, Job satisfaction can be taken as a summation of employee's feelings in four essential areas. These are:

1. Job-nature of work (dull, dangerous, exciting, challenging, creative and innovative), working hours, friends, promotional opportunities on the job and advancement (prospects), overtime rules, interest in work, physical environment, and machinery and tools.
2. Management- supervisory treatment among employees, participation, rewards moreover, punishments, extolment and inculcation, policy for leaves and showing discrimination among employees.
3. Social relations- friends and peers, neighbors, opinion towards people in the community, involving in social activities sociability and caste partiality.
4. Personal adjustment-health and emotionality. Job satisfaction explains how employees feel about their job and it forecasts the work behaviour such as the employee's organizational citizenship, Absenteeism, Turnover. Job satisfaction advantages to the organization include a decrease in complaints and grievances, absenteeism, turnover, and termination; as well as the improved regular coming of workers and worker loyalty. Job satisfaction is also connected with a healthy and robust workforce and has been found to be a good indicator of giving services to the organization by the employee for an extended period. Job satisfaction is not only the organizational morale, but the possessions of feeling have been accepted by and belonging to a group of employees through a commitment to shared goals and confidence in the desirability of these goals. Where the job satisfaction is more, where the employee's morale is more.

The job satisfaction is based on the relationship between employer and employee. The desires, wants and needs of employees are varied from one person to another. But there are some needs which are same for all employees. Each employee wants to satisfy the following needs. They are,

1. Working conditions
2. Restroom facility
3. Water facility
4. Lunchroom
5. Fair treatment of employees
6. Hospital facilities
7. Travelling facilities

If the employees are satisfied with the above needs, then they do not leave the organization and retain the organization for an extended period. So my topic will come to know the job satisfaction of employees in Railway Divisional Office, Vijayawada.

#### **OBJECTIVES OF THE STUDY:**

- To Study the job satisfaction of employees in Railway Divisional Office, Vijayawada.
- To Measure the job satisfaction levels of employees on various factors.
- To understand the problems of employees in the working environment.
- To give suggestions for improving the Job Satisfaction of employees.

#### **THE SCOPE OF THE STUDY:**

- Employee's job satisfaction is essential for organizational growth.
- It is an important area to conduct research. This study reveals the factors affecting the job satisfaction of the employees in the organization.
- This report is useful to the organization to know the satisfaction level of the w employees. So that to take corrective measures to increase the productivity of employees.
- This report may provide useful information to management students to do their project work effectively.
- This study is essential because job satisfaction survey is a procedure by which employees collectively report their feelings above their jobs.
- It is used for assessing employee problems and enhances management to take necessary steps to solve it.
- Employee's satisfaction is significant is an organization. Because if the employees were satisfied, the output of the company would be increased. So it is considered to be as an essential factor.
- The study gives information regarding the satisfaction level employees on working conditions and the welfare facilities provided by the Railway Divisional Office.

#### **RESEARCH PROBLEM:**

Employees are the asset to the organization. With the support of employees, only the organization can achieve

its objectives. So the organization has to satisfy its employees by providing different facilities. The purpose of the study is to understand the level of Job satisfaction of the employees in Railway Divisional Office in Vijayawada.

### **SAMPLING:**

It was divided into following parts:

#### **Sampling Universe:**

All the employees are the sampling universe for the research.

#### **Sampling Technique:**

Simple random sampling means that every member of the sample is selected from the group of population in such a manner that the probability of being selected for all members in the study group of population is the same. The advantage of Simple random sampling technique is,

- It needs only a minimum knowledge of the study group of population in advance.
- It is free from errors in classification.
- Simple random sampling is representative of the population.
- It is entirely free of bias and prejudice.
- The method is simple to use.
- It takes less time to complete collect the data.
- Less costly.

### **DATA COLLECTION:**

Data collection was done through primary data and secondary data.

#### **Primary Data:**

The primary data were collected by giving well designed and well-structured questionnaires to the Railway Divisional Office employees in, taking into consideration of the objectives of the study.

#### **Secondary Data:**

Secondary data was collected from various newspapers and internet etc.

<b>S.NO.</b>	<b>Name of the Department</b>	<b>Number of Respondents</b>
1	Personnel Department	41
2	Accounts Department	10
3	Commercial Department	12
4	Signal and Telecommunication Department	11
5	Electrical Department	06
6	Mechanical Department	08
7	Engineering Department	12
<b>TOTAL</b>		<b>100</b>

### **REVIEW OF LITERATURE:**

Mira Singh and Pestonjee (1990), hypothesized that Job Satisfaction is influenced by the levels of Occupation, Job involvement and Participation. The sample for the study consisted of 250 officers and 250 clerical cadres belonging to a Nationalised bank in Western India. The study confirmed the hypothesis and it was found that Job Satisfaction of the Bank employees was positively affected by the Occupational level, Job involvement and participation.

Balvir (1991) attempted to understand hygiene-motivational factors as postulated by Herzberg based on their need priorities that dominate the minds of Indian Managers while continuing service in their respective Organisations. The results revealed that Job Satisfaction, Salary, Job Security, better chances of promotion, happy Personal life, high Position and friendly social circle are some of the motivating factors in that order which strongly influence Indian Managers.

Mathew (1991) tested the relationship between Satisfaction and Organisational commitment with a Non-recursive model that permitted the simultaneous examination of the influence of satisfaction on commitment and the influence of commitment on satisfaction. The study highlighted that the two variables were reciprocally related but that the influence of satisfaction on commitment was stronger.

Mehra and Mishra (1991) in their study explored the potential moderator effect of mental health on the Intrinsic Job Satisfaction-Occupational stress relationship. The study was conducted on 250 blue collar industrial workers of UPTRON India Ltd. The findings of the study showed that mental health has a moderating effect on the Intrinsic Job Satisfaction-Occupational stress relationship.

Syed (1992), made an endeavour to determine the relationship between employee Job Satisfaction and Organisational effectiveness. The sample for the study consisted of 44 supervisors of a public sector undertaking which was randomly drawn from a single unit of the Company. The main objective of the study was to relate satisfaction with Organisational effectiveness along with personal attributes such as age, education, pay, length of service etc. the study revealed that Job satisfaction facets had more explanatory power than the personal attributes of respondents. It was clear from the study that the Organisation through its human resource development policies and practices created better environment for employees, resulting in greater satisfaction which in turn enhanced Organisational effectiveness.

Rama Devi (1997) conducted a study on faculty Job Satisfaction and their views on management of the two universities in Andhra Pradesh. The sample consisting of 200 teaching faculty and 100 members were selected randomly from each university and the attempt was made to measure Job Satisfaction of the faculty in universities of Andhra Pradesh. The study found that the factors such as freedom in job, scope for self-improvement, income and job security were causing satisfaction while bureaucratic rules, no recognition for work and routine work were causing dissatisfaction to them.

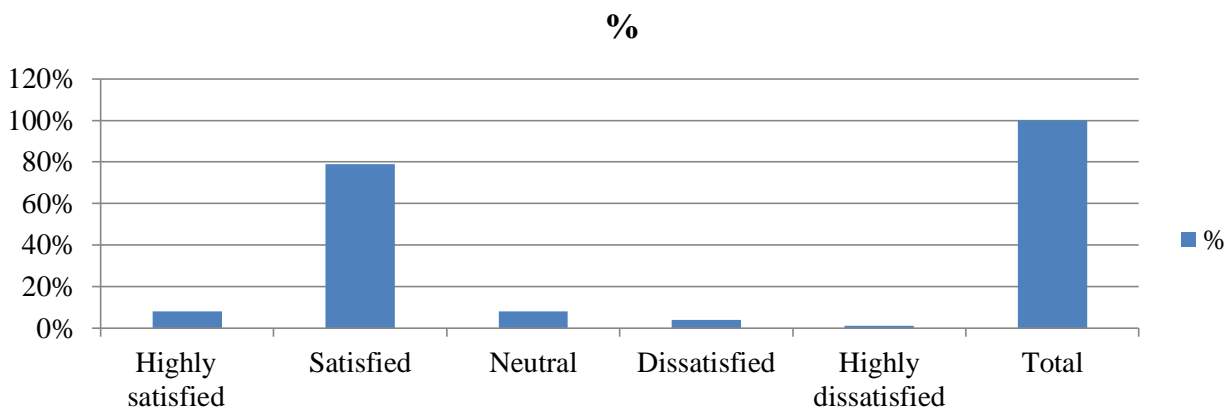
**DATA ANALYSIS AND INTERPRETATION:**

**Are you satisfy with the salary provided by the organization?**

**Table: 1**

<b>Responses</b>	<b>No. of Employees</b>	<b>%</b>
Highly satisfied	08	08%
Satisfied	79	79%
Neutral	08	08%
Dissatisfied	04	04%
Highly dissatisfied	01	01%
<b>Total</b>	<b>100</b>	<b>100%</b>

**Graph: 1**



**Interpretation:**

From the above table, 8% of employees were highly satisfied, 79% were satisfied, 8% of employees expressed neutral position, 4% of employees were dissatisfied and 1% of employees were highly dissatisfied with respect to salary provided in Railway Divisional Office.

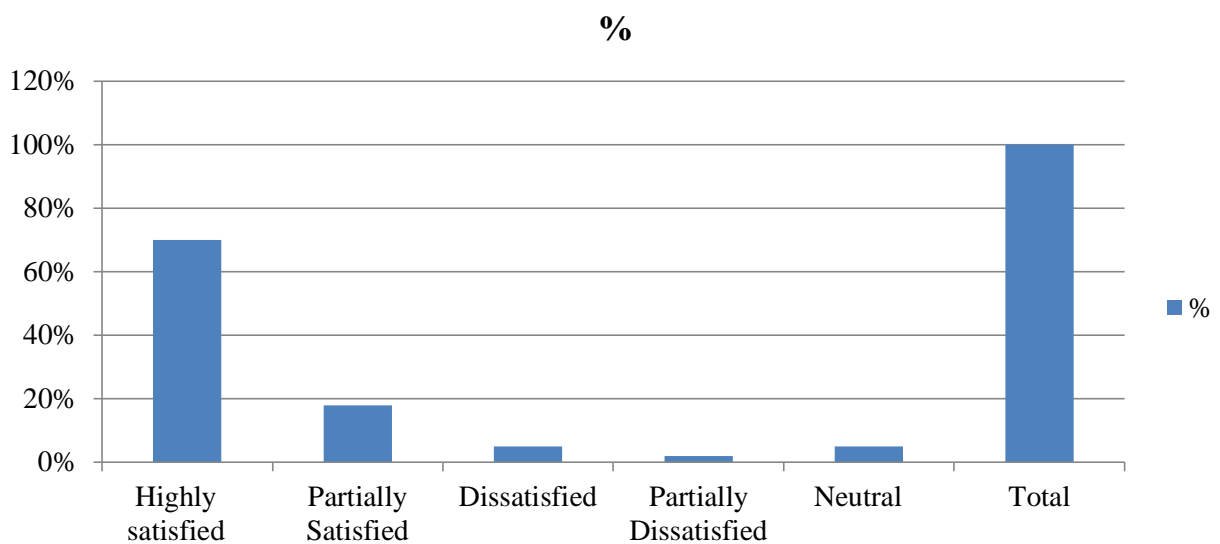
**Nature of the work**

**Are you satisfied with your job in Railway Divisional office?**

**Table: 2**

Responses	No. of Employees	%
Highly satisfied	70	70%
Partially Satisfied	18	18%
Dissatisfied	05	05%
Partially Dissatisfied	02	02%
Neutral	05	05%
<b>Total</b>	<b>100</b>	<b>100%</b>

**Graph: 2**



**Interpretation:**

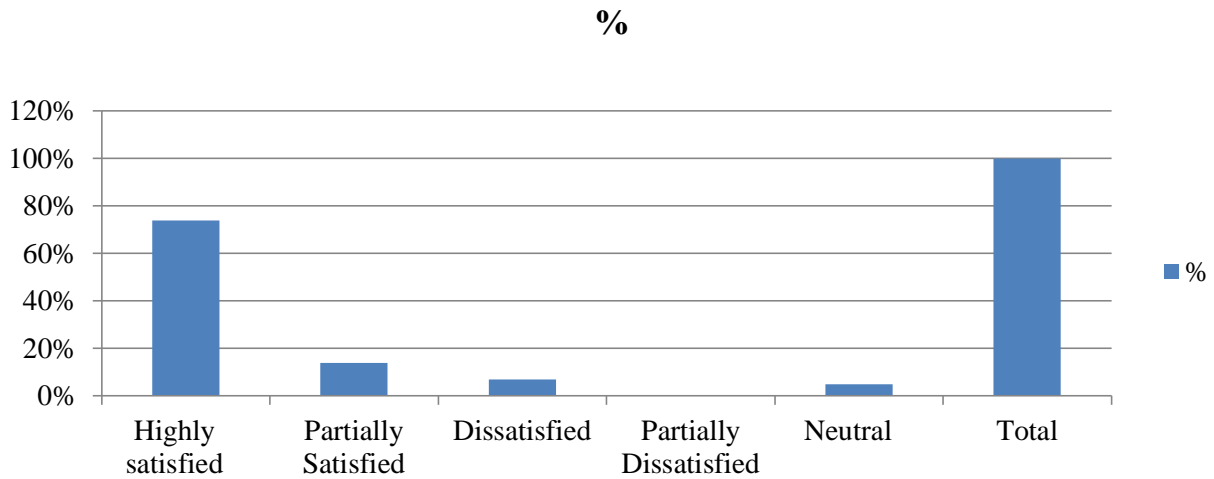
From the above table, 70% of employees were highly satisfied, 18% were partially satisfied, 5% of employees were dissatisfied, 2% of employees were partially dissatisfied and 5% of employees were in neutral position with respect to their job satisfaction in Railway Divisional Office.

**Are you satisfied with present working hours?**

**Table: 3**

Responses	No. of Employees	%
Highly satisfied	74	74%
Partially Satisfied	14	14%
Dissatisfied	07	07%
Partially Dissatisfied	00	00%
Neutral	05	05%
<b>Total</b>	<b>100</b>	<b>100%</b>

**Graph: 3**



**Interpretation:**

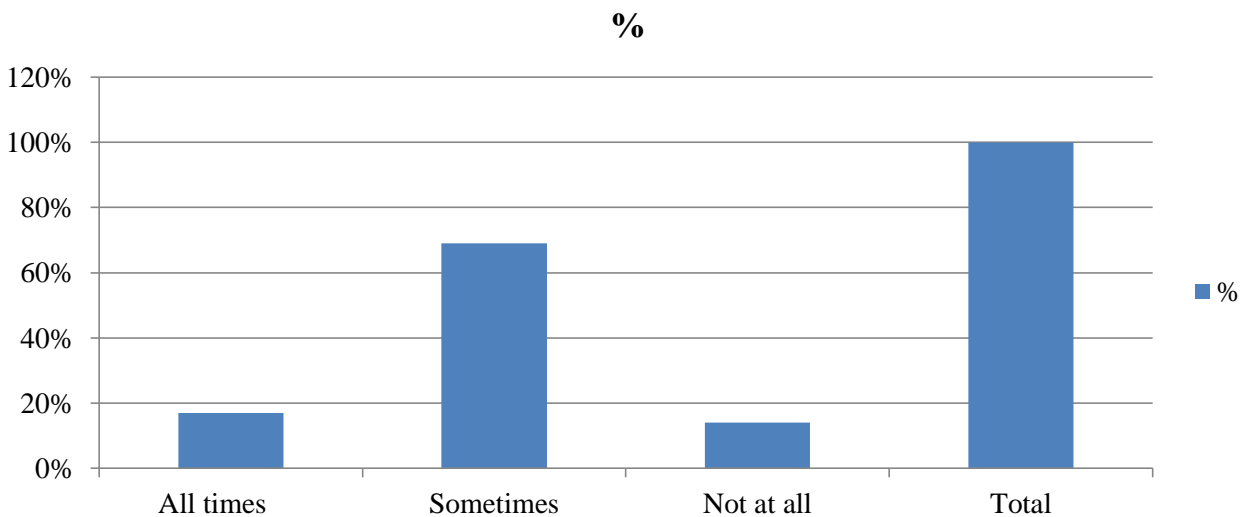
From the above table, 74% of employees were highly satisfied, 14% were partially satisfied, 7% of employees were dissatisfied, 0% of employees were partially dissatisfied and 5% of employees were in neutral position with respect to the present working hours in Railway Divisional Office.

**Are you getting enough chance to exhibit your talent?**

**Table: 4**

	No. of Employees	%
All times	17	17%
Sometimes	69	69%
Not at all	14	14%
<b>Total</b>	<b>100</b>	<b>100%</b>

**Graph: 4**



**Interpretation:**

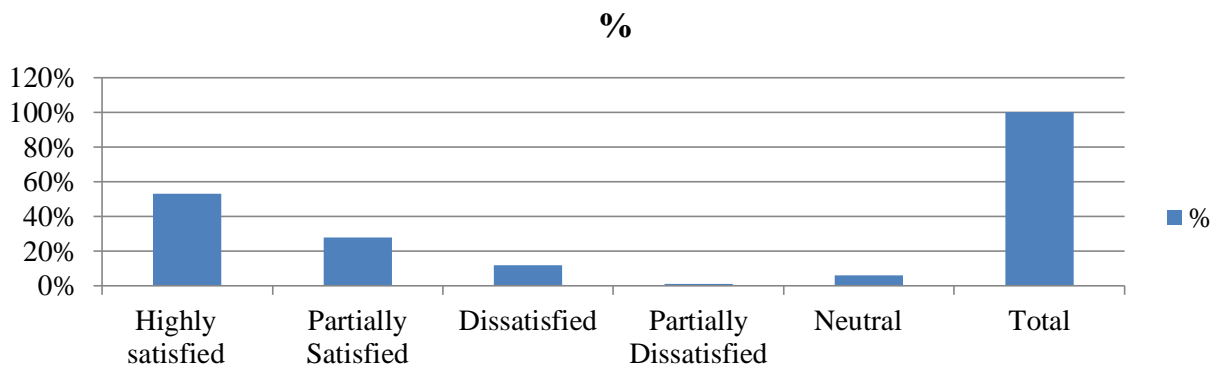
From the above table, it is observed that 17% of employees got all times, 69% of employees got sometimes, 14% of employees did not get chance with respect to exhibit their talents in Railway Divisional Office.

**Opinion of employees with regard to growth of the employee in the organization?**

**Table: 5**

Responses	No. of Employees	%
Highly satisfied	53	53%
Partially Satisfied	28	28%
Dissatisfied	12	12%
Partially Dissatisfied	01	01%
Neutral	06	06%
<b>Total</b>	<b>100</b>	<b>100%</b>

**Graph: 5**



**Interpretation:**

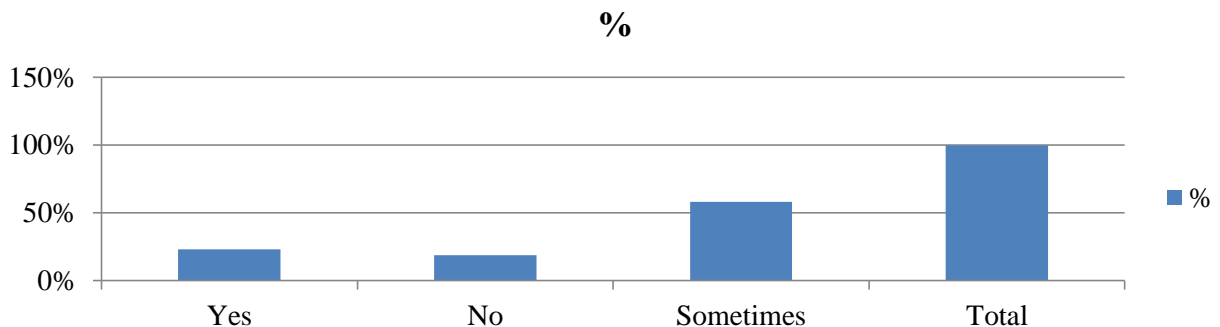
From the above table, 53% of employees were highly satisfied, 28% were partially satisfied, 12% of employees were dissatisfied, 1% of employees were partially dissatisfied and 6% of employees were in neutral position with respect to the growth of the employee in Railway Divisional Office.

**Do you often feel burden at your work place?**

**Table: 6**

Responses	No. of Employees	%
Yes	23	23%
No	19	19%
Sometimes	58	58%
<b>Total</b>	<b>100</b>	<b>100%</b>

**Graph: 6**



**Interpretation:**

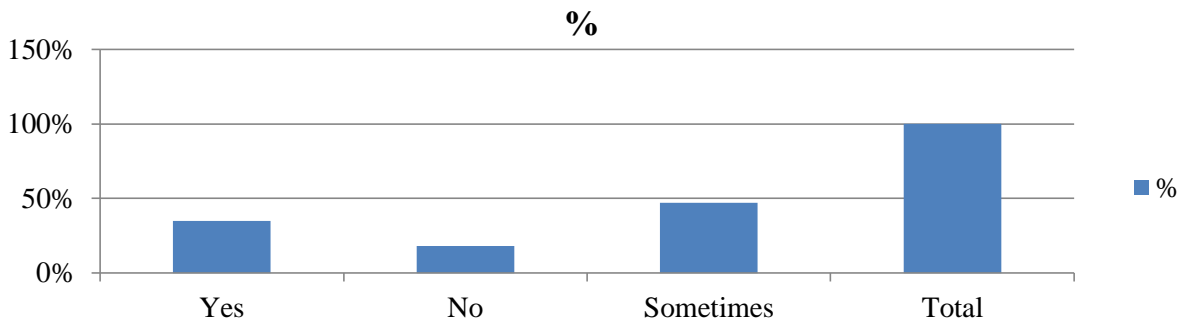
From the above table, it is observed that 23% of employees felt burden, 19% of employees felt no burden, 58% of employees felt burden sometimes at their work places in Railway Divisional Office.

**Are you given a chance to be innovative and creative?**

**Table: 7**

Responses	No. of Employees	%
Yes	35	35%
No	18	18%
Sometimes	47	47%
<b>Total</b>	<b>100</b>	<b>100%</b>

**Graph: 7**



**Interpretation:**

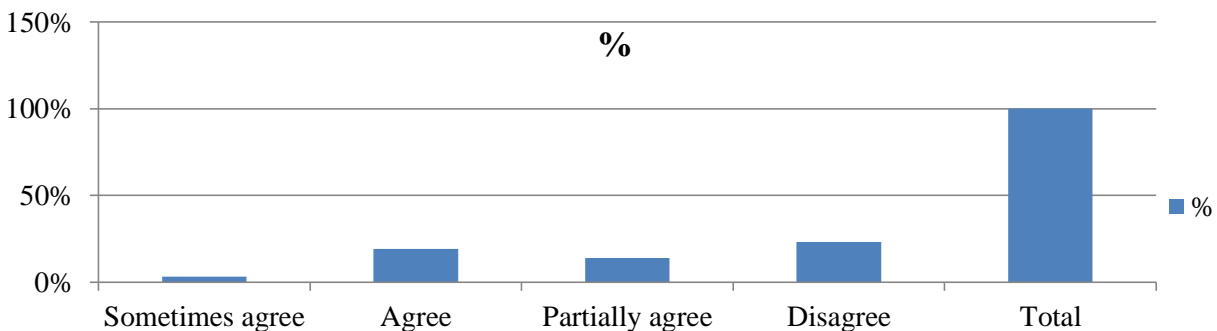
From the above table, it is observed that 35% of employees got chance to be innovative and creative, 18% of employees felt that they are not getting chance to be innovative and creative, 47% of employees felt that sometimes only they are getting chance to become innovative and creative at their work places in Railway Divisional Office.

**Job stress (tension, tiredness) is more in your job?**

**Table: 8**

Responses	No. of Employees	%
Sometimes agree	03	03%
Agree	19	19%
Partially agree	14	14%
Disagree	23	23%
<b>Total</b>	<b>100</b>	<b>100%</b>

**Graph: 8**



**Interpretation:**

From the above table, 3% of employees answered Sometimes agree, 19% answered agree, 14% of employees answered partially agree, 23% of employees answered disagree with respect to the Job stress (tension, tiredness) is more in their job.



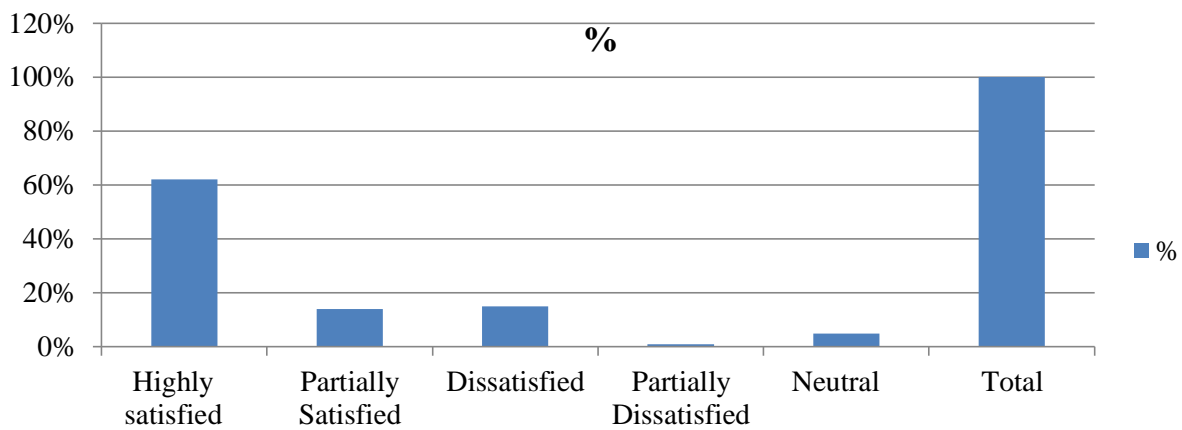
**Promotions and Transfers:**

**Are you satisfied with the promotion system in the railway divisional office?**

**Table: 9**

Responses	No. of Employees	%
Highly satisfied	62	62%
Partially Satisfied	14	14%
Dissatisfied	15	15%
Partially Dissatisfied	01	01%
Neutral	05	05%
<b>Total</b>	<b>100</b>	<b>100%</b>

**Graph: 9**



**Interpretation:**

From the above table, 62% of employees were highly satisfied, 14% were partially satisfied, 15% of employees were dissatisfied, 1% of employees were partially dissatisfied and 5% of employees were in neutral position with respect to the promotion system in the railway divisional office.

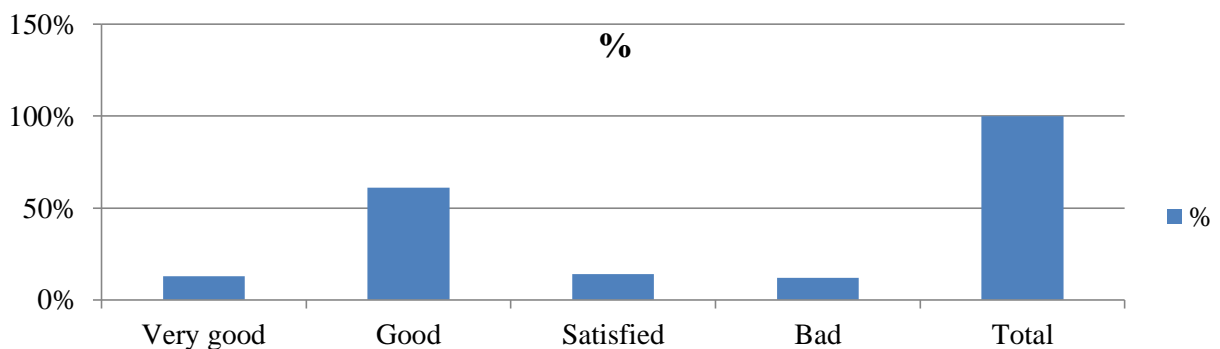
**Working Conditions:**

**How is working environment with respect to noise, heat and pollution?**

**Table: 10**

Responses	No. of Employees	%
Very good	13	13%
Good	61	61%
Satisfied	14	14%
Bad	12	12%
<b>Total</b>	<b>100</b>	<b>100%</b>

**Graph: 10**



### **Interpretation:**

From the above table, 13% of employees answered Very good, 61% answered Good, 14% of employees answered Satisfied, 12% of employees answered bad with respect to the working environment with respect to noise, heat and pollution.

### **FINDINGS:**

The analysis of data obtained reveals that:

#### **Wage/Salary rates**

1. Most of the employees satisfied with the wage and salary rates provided by the organization.

#### **Nature of work**

2. Most of the employees satisfied with the nature of the work given by the Railway Divisional Office.

#### **Promotions and transfer**

3. Most of the employees satisfied with the promotions and transfers in the Railway Divisional Office.

#### **Working conditions**

4. Most of the employees satisfied with the working conditions provided by the Railway Divisional Office.

### **SUGGESTIONS:**

Most of the employees in the Railway Divisional Office were satisfied with the facilities such as wage and salary rates, nature of work, promotions and transfers, working conditions, reward systems, welfare facilities, social relations and employee participation. However, some of the employees were not satisfied with the above facilities. So management should try to satisfy the unsatisfied employees. Railway should provide pension facility to the employees who are not eligible for pension. Because employees are the assets to the organization. If the employees are satisfied, their productivity will be increased which leads to organizational success.

### **CONCLUSION:**

Through Research work, I got an opportunity to analyze the satisfaction levels of employees in their jobs which helped me to learn the theoretical knowledge practically. It is essential for any organization to the needs of their employees before they leave the organization with dissatisfaction. If the organization does not take any action concerning this, the organization will lose its talented and experienced employees which leads to increased competitor's competitive advantage. So the organization has to concentrate on my findings and suggestions and has to take corrective actions to convert the minor dissatisfied employees into satisfied employees, and it will get good result also.

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