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

1.1 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. Therefore developing Human Resources for this sector has become essential to achieve the national goal. 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.

1.2. 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. Further suburban traffic constitutes about 55 percent of the total originating passengers and indicates the predominant role of Indian Railways in urban transport segment in the four metro cities of India. However when viewed in terms of passengers kilometers a measure of throughput suburban transport makes up about 15 percent of the aggregate transport.

1.3 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.

1.4 Statement of the Problem

HRM practices simplify the workload and satisfy the employees. The growth of trade unions, rising standard of living, better educational background and awareness of employees have in turn raised the expectations of the employees. The innovative technologies and globalization policies of the government would also require highly motivated and perfectly
committed work force. Recruitment, selection, development and maintenance of such employees would necessity an efficient and capable human resource management.

1.5 Importance of the Study

Indian railway is the biggest organization in the country. It is very different from other kinds of transport organizations as well as monopolistic transport. Mostly the monopolistic organizations are dominating and a chance to autocratic in every action. The Salem railway division is one of the youngest division in Indian railway, therefore, human resource management practices followed in the Salem division of southern railway is need to be studied. Hence, this study aims to find out the methods used for enhancing the capabilities of employees in order to enhance their managerial skills that would help the overall performance of the Salem railway division.

1.6 Objectives of the Study

i) To analyze the relationship between job satisfaction and Human resource management practices.

ii) To identify the various dimensions that improves the effectiveness of Human Resource Management Practices.

1.7 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.

1.8 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.
1.9 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.

1.10 Review of Literature

Achdeva 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.

Chandrashekar (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.

Ravi J, (1993) studied various facets of human resource management in the sugar industry under the public and co-operative sectors in Vijnagaram and Visakhapatnam districts of Andhra Pradesh state. He reviewed the personnel policies and practices in two selected units. His emphasis was mainly on HRM or personnel policies and practices such as recruitment, selection, training, and development.

Arthur (1994) adopted a contingency approach to this industry examination of the HRM practices of thirty U.S. steel mini mills. In addition to the impact of HRM practices on firm performance, the contingency approach is the concern with the congruence or fit between various policies and practices adopted by organizations. Arthur employed an empirical classification identifying two types of HRM systems (i.e. control and commitment)
to test the extent to which the specific arrangement of practices utilized by organizations could predict differences in organizational performance. His findings indicate that minimills using the commitment systems of HRM had higher productivity, lower scrap rates, and lower return than those minimills using control systems.

1.11 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

<table>
<thead>
<tr>
<th>Table No.1.1</th>
</tr>
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<tbody>
<tr>
<td>Problems in Working Environment and various Welfare Activities of the Employees</td>
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</table>

<table>
<thead>
<tr>
<th>Variables</th>
<th>Particulars</th>
<th>Sum of Squares</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig</th>
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<tbody>
<tr>
<td>Medical facilities</td>
<td>Between Groups</td>
<td>4.732</td>
<td>1.183</td>
<td>2.697</td>
<td>0.031*</td>
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<tr>
<td></td>
<td>Within Groups</td>
<td>153.056</td>
<td>0.439</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>157.788</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Uniform</td>
<td>Between Groups</td>
<td>12.503</td>
<td>3.126</td>
<td>4.285</td>
<td>0.002**</td>
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<tr>
<td></td>
<td>Within Groups</td>
<td>254.582</td>
<td>0.729</td>
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<td></td>
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<tr>
<td></td>
<td>Total</td>
<td>267.085</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Drinking water</td>
<td>Between Groups</td>
<td>20.366</td>
<td>5.092</td>
<td>9.427</td>
<td>&lt;0.001**</td>
</tr>
<tr>
<td>Category</td>
<td>Between Groups</td>
<td>Within Groups</td>
<td>Total</td>
<td>Significance</td>
<td></td>
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<tr>
<td>-------------------------------</td>
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<td>---------------</td>
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<tr>
<td>Canteen</td>
<td>24.228</td>
<td>139.956</td>
<td>164.184</td>
<td>&lt;0.001**</td>
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<tr>
<td>Rest room</td>
<td>22.708</td>
<td>209.239</td>
<td>231.946</td>
<td>&lt;0.001**</td>
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<tr>
<td>Recreational facilities</td>
<td>32.863</td>
<td>254.007</td>
<td>286.870</td>
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<tr>
<td>Educational facilities to children</td>
<td>32.157</td>
<td>134.163</td>
<td>166.319</td>
<td>&lt;0.001**</td>
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<td>Festival Advances</td>
<td>5.583</td>
<td>153.527</td>
<td>159.110</td>
<td>0.014*</td>
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<td>Sanitation facilities</td>
<td>21.197</td>
<td>265.123</td>
<td>286.319</td>
<td>&lt;0.001**</td>
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<td>Housing facilities</td>
<td>33.920</td>
<td>194.038</td>
<td>227.958</td>
<td>&lt;0.001**</td>
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<td>Family Train pass</td>
<td>12.427</td>
<td>151.180</td>
<td>163.607</td>
<td>&lt;0.001**</td>
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<tr>
<td>Leave Facilities</td>
<td>3.500</td>
<td>148.921</td>
<td>152.421</td>
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<tr>
<td>Voluntary Retirement</td>
<td>18.871</td>
<td>197.550</td>
<td>216.421</td>
<td>&lt;0.001**</td>
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</tbody>
</table>
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. Therefore 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 that the problems in working environment do not influence the leave facilities of the employees.

### 1.12 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.

### 1.13 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 is conclusion based on the opinions of the employees even though the management has to concentrate on the workers participation in the management.

References:
7. Doug Davies and others (1971), “Job satisfaction research, the post-industrial review”, industrial relations.