CHAPTER - 9

Conclusion & Suggestions
CONCLUSION

Job Security

Job Security is one of the most important needs that people desire in their job. This is quite evident from the higher preference given to government and public sector job in comparison to the private sector job. Job security affects the satisfaction level to a great extent.

Given that security is one of the most basic of human needs, employee perceptions of employment security may influence attitudes, such as job satisfaction, organizational commitment, and organizational cynicism and distrust. Job insecurity may reduce employees' perceptions of their ability to plan for and control their work performance, and ultimately their confidence in their ability to perform their job. Job insecurity also may lead to reduced work effort, poor relationships with co-workers and supervisors, and the propensity of the most talented employees to leave the organization (Adkins, Werbel, and Fahr 2001; Davy, Kinicki, and Scheck 1997; Greenhalgh and Rosenblatt 1984).

Railway offers excellent job security. An average employee will think of job security first rather than other factors to get settle in life. It has been seen that employees secured in job are more satisfied in their job. Employees were satisfied with their jobs as they said they had full job security

Honorarium

'Honorarium' means a recurring or non-recurring payment granted to a Railway servant from the Consolidated Fund of India or State for special work of an occasional or intermittent character either so laborious or such of special merit as to justify a Special reward.

Consistent with reinforcement theory, rewarding a behavior with recognition immediately follow that behaviour is likely to encourage its repetition. It is easy to get work done willingly & enthusiastically from motivated employees as fair recognition system acts as a tool for control. The Japanese have been especially effective at making suggestion systems work. Therefore it can be said after seeing the responses of employees that honorarium plays an important part in increasing the motivation and job satisfaction of railway employees because it helps in gaining recognition, praise and monetary benefit, which being factors of motivation and satisfaction, again increases the
level of job satisfaction and motivation of employees. Employees were motivated and satisfied with the honourarium system in the organizations as they said that their work is recognized and accordingly they are honoured.

**Awards**

Crimson's research on the relationship between public service motivations and performance proposes that "organizations can expect favorable outcomes when incentives and individual motives are congruent" (1997, 508). If organizations seek to increase employee commitment to organizational goals or loyalty to the organizational mission, they need to provide congruent symbolic rewards and recognitions, moving away from sole reliance upon financial contracts. This allows employees to feel that their contributions favorably compare to the benefits received. Expectation of rewards and awards are two separate constructs that refer to the degree to which the respondent anticipates that good job performance will result in some reward (be it formal promotion or informal recognition) and that poor job performance will result in some punishment (either reprimand or formal demotion). They also help to keep in line similar organization, to retain and protect employees, to improve moral and create a helpful and positive attitude. In contrast to most other motivators, recognizing on employees superior performance costs little or no money but on other hand encourage increased commitment, autonomy and control, and leading to motivating and satisfaction.

The policy of recognising the services of Railway employees for their outstanding performance and granting of Awards are in vogue since long. For this purpose a number of schemes have been introduced in the various fields of Railway working.

The Railway employees are eligible for consideration for awards under Prime Minister's Shram "Awards" scheme to workmen in recognition of their outstanding contribution towards the production and for showing exemplary zeal and enthusiasm in their duty. The system of granting awards to good workers are being further intensified to make the award more attractive.

Employees are of the opinion that there is a fair system of awards in railways which helps them motivate even for more better performance in future.
Holidays / Time with family

The Central Government offices observes not more than 16 bare holidays in a calendar year. Out of these 11 are compulsory holidays i.e. three National Holidays, and 8 holidays relating to minority communities the remaining 5 noncompulsory days being determined once for all non gazetted staff who do not enjoy public holiday as they cannot be relieved of their duties on those days are granted 9 holidays, three national holidays and six other specified holidays to be chosen by the staff representatives in accordance with general directives of the government.

It has been found that organization that offer an umbrella of work, proper holidays, flexible hours, job sharing, telecommuting etc. have reduced conflict between work and family obligations, resulting improved employees morale and productivity and reducing absenteeism.

When a person receives proper holidays, he gets plenty of time for solving his family related matters. He also feels much relaxed and stress free. In case he has not been given any holiday because of some reason, he gets properly paid for each holiday. Therefore railway employees are satisfied with the provision for holidays & feel more job satisfied.

Overtime / work load

How good an employee's behaviour, his professional and personal life is, the maximum of it depends upon the work load he has on his job. Excess of work load influences a person's behaviour to a great extent. Over time or work load in large can lead to tension, frustration and depression.

Railway gives overtime to its C and D employees incase they work more than their normal hours. With every extra hour they are paid over time. The officers are dissatisfied with their long working hours and excessive workload as they lead to availability of insufficient time for their family and a feeling of fatigue at the end of the day. Working in such a condition for a long period of time may affect their physical, mental and social health, resulting in a deterioration of their work performance and family life.

During the survey the researcher encountered problems in interviewing the managers and officers on account of their busy schedule.
Workers participation in management:

Proponents of participation suggest that participation like shared decision making may improve employees' satisfaction with goals set and the process by which such decisions are made, strengthening employees' commitment to such decisions as well as their sense of justice in the process. The ability to take part in workplace matters & in decision making also may influence the performance cycle. Participation in workplace decisions may positively moderate not only employees' commitment to goals, but also their ability to develop strategies to undertake difficult tasks.

Work participation is a more global term and is defined as a normative belief that is historically caused to a person on the work. Employee participation has become a convenient catchall term to cover a variety of techniques. It is a process that organization uses entire capacity of employees and is designed to encourage increased commitment to the organization's success. In a narrow sense, employee participation is "joint decision making or influence sharing between employees and managers" (Doucouliagos 1995, 60).

In Indian Railways, workers' participation in a limited form has been in practice for a long time by associating their representatives in different spheres like Staff Benefit Fund Committee, Quarters Committee, Housing committee, Canteen Management Committee, Hospital visiting Committee, Labour Advisory Committee, Executive Committees, Joint Committees, Workshop Productivity Councils, but now as a further step towards participation in management, the following machineries have lately been set up in Indian Railways:

Corporate Enterprise Groups Of Management And Labour

(a) Corporate Enterprise Group at Railway Board's level

(b) Zonal Corporate Enterprise Group at Zonal Railways

(c) Divisional Corporate

As Bowditch and Buono conclude, "...if people are expected to exhibit greater commitment to and motivation toward their work, the organization, and its goals, they must be provided with opportunities to fulfill valued personal goals such as a sense of autonomy, authority, and influence over organizational decision-making processes" (2005, 89).
Participation is "a conscious and intended effort by individuals at a higher level in an organization to provide visible extra-role or role-expanding opportunities for individuals or groups at a lower level in the organization to have a greater voice in one or more areas of organizational performance" (Glew et al.). The underlying logic involving workers in those decisions that affect them and increasing this autonomy and control over their work live, employees will become more motivated, more committed to the organization, more productive and more satisfied with their jobs. Employees were satisfied with the employee involvement in decision-making process with in their jurisdiction.

The more an employee participate in organization's effort, the more he feels sense of importance and belonging towards that organization. Hence increases motivation and satisfaction.

**Zonal Training Schools**

Training education and development are three terms frequently used. These are the corner-stone of sound management for these make employees more effective and productive. It is also problem-solving device. Career Development is dynamic life-giving element to any organization. Most organizations have some type of systematic training program. Social learning theory offers such a guide. It tells us that training should offer a model to grab the trainees attention, provide motivational properties, help to file away what he or she has learned, provide opportunity to practice new behaviors, offer positive rewards for accomplishments.

Railways attach considerable importance to provide training to all categories of staff with a view to improve their skills and ability. Training is imparted in Railway Zonal Schools, Systems Schools and other such institutions in each Railway. Arrangement of training also satisfies and motivates an employee because trained employees can do work easily and more efficiently.

During my research I found that majority of employees agree and feel that their organisation provide them adequate training and development opportunities which increases their confidence level and their learning and also help in their career progression. Therefore it can be said that railway employees feel much satisfied by the training offered by Indian railway

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Staff Grievance

Railways pay attention to general and individual welfare of workers with a view to maintain and improve the mental and moral health of workers and to effect an all round improvement in the employees working and living condition. The necessity of a proper psychological approach in dealing with the staff matters is appreciated in Railways so that even the humblest railway man is made to feel that his work is important. Accordingly, none of the workers in Railways is neglected and legitimate interests of each of them are protected.

A Welfare organisation is functioning on each Railway to look after the interest and well-being of the staff. Employees were of the opinion that they were satisfied with the periodic grievance handling of their organization.

Assured Career Progression Scheme

On the recommendations of the 5th C. P.C., by the Railway Board, that efforts should be made to improve the promotional prospects in such cadres on functional ground, by way of organizational studies, cadre reviews etc. as per prescribed norms. It may however be stated that Group 'A' Railway services will not come under this scheme. But isolated posts in group 'A', 'B', 'C', and 'D' categories will come under this scheme. On completion of 12 years and 24 years of regular service the benefit of financial up gradation is given to the employees to mitigate hardship. Only two financial up gradations under this ACP scheme are given in the entire service to an employee. The first financial up gradation will be given after 12 years provided an employee does not get any promotion in usual manner and the second up gradation will be given after another 12 years of regular service from the date of the first financial up gradation provided the employee has not been promoted after the first financial up gradation.

A person is motivated and satisfied in an organisation in which he sees his growth and good career prospects. Stagnation leads to demotivation and in turn dissatisfaction with job. If an organisation has good career prospects, an employee will feel highly motivated and satisfied and if there lacks good career prospects, employees are more likely to leave organisation and switch to the one which has good career prospects. This scheme is beneficial as Employees were averagely motivated and satisfied with the career prospects in railways. Group “A “employees were very much satisfied as they had a
time bound promotion. Group B & C were not so much satisfied by the promotion process as they felt there was biasness and competition. Those who don’t get promotion for a long period for them this scheme is very beneficial.

**Appointment on Compassionate Grounds**

Appointment on compassionate grounds relate to those appointments which are given to dependents of railway employees who lost their lives in the course of duty or die in service or become crippled while in service or develop serious ailments like heart diseases, cancer etc. and are medically incapacitated for further service.

In railways one of the most important factors which has motivated and satisfied an employee being in railway is “job security” to himself and his family. One can’t be removed from the service very easily there are strict rules and one has enough opportunity to prove his part.

In case something happens to him, railway has made proper arrangement for his family by giving compassionate appointment to one of the members of his family. Therefore it has been proves that employees feel satisfied and have great sense of relief by the provision of appointment on compassionate grounds, being in railway

**Confidential Report**

Performance appraisal is a process of evaluating an employee's performance of a job in terms of its requirements. Confidential report is a most significant and indispensable tool for management. If confidential report correctly filled provides consistent promotion and compensation, base for coaching and counseling and last but not least provide an adequate feedback for one's performance. It also serves as a basis for improving or changing behavior towards some more effective working habits. It also meets training needs and aspirations. It serves to stimulate and guide employee development.

Performance Appraisal has sometimes been referred to as Achilles heel of managerial staffing but it is a major key to managing itself. The ideal approach should be free from personal biasness & prejudices (idiosyncrasies)...

Proper Justification of appraise method should be provided to employees in order to create and maintain a satisfactory level of performance employees in
their present jobs, to highlight needs and opportunities, aid in 'decision-making for promotions, transfers and discharges. The general consensus regarding effectiveness of feedback is that positive constructive feedback enhances employee motivation (Ambrose & Kulik, 1999; Deci, Koestner, & Ryan, 1999; Gagne & Deci, 2005; Huszczko, 2004; Lewis, 2003). Gagne & Deci’s (2005) meta-review highlighted that negative feedback can undermine both extrinsic and intrinsic motivation, leaving people demotivated. Negative feedback should therefore be carefully evaluated before it is given.

Employees were highly satisfied with the judgement of the confidential report and maximum respondents feel that confidential report serves as a source of motivator in the organizations.

**Staff Welfare**

Welfare measures are designed to effect an all round improvement in the employees working and living condition.

Welfare activities improve the mental and moral health and efficiency of workers. They assist in maintenance of industrial peace. According to Sri H. S. Kirkaldy, the whole field of welfare is one in which much can be done to combat the sense of frustration of the industrial worker, to relieve him of personal and family worries, to improve his health, to afford him means of self-expression, to offer him some sphere in which he can excel others, and to help him to a wider conception of life. Welfare measures do not only bestow benefit to the workers but these also pay immediately and in the long run the benefits to employers as well. A welfare organisation is functioning on each Railway to see to the welfare of the staff.

**Different Welfare Schemes**

Indian Railways are the biggest enterprise in the country.

With a view to keep the staff contented as regards their entitlements, they have taken programmed methods to meet the grievances of the staff. Moreover, they also provide different welfare measures for the benefit of the staff, which in brief, are as follows-

a) Facilities for sports activities;

b) Institutes and recreation clubs;
c) Cultural associations;
d) Scouting movements;
e) Mahila Samities/Handicraft centres;
f) Children's camps for railway employees' children;
g) Educational tours of Industrial workers;
h) Mobile libraries for staff posted at way side stations;
i) Providing Holiday Homes for all railway staff for spending their holidays at suitable places at nominal cost;
j) Provision of Holiday camps for employees and their children in Kashmir;
k) Canteen facilities where food is available at reasonable rates to employees;
l) Arrangement for vocational training at Training centres,
m) Schooling facilities and educational assistance for children of railway employees,
   (ii) Subsidised hostels,
   (iii) Scholarships for technical education to children, dependent brothers/sisters reading in pure Science/Applied Science, Engineering, Medical Science, etc.;
   (iv) Supply of uniforms to Railway employees' children reading in Railway schools; &
n) Medical attendance and assistance for employees and their dependents.
o) Cooperative housing society

**Medical Facilities and reimbursement**

Railway has provided railway hospitals, dispensaries, child welfare centres, family planning centres for the benefit of railway servants, their family members including dependents and the assistance of welfare inspectors could be availed of in case any difficulty arises or guidance required.

All the railway employees irrespective of the cadre to which they belong were dissatisfied with the reimbursement of medical expenses incurred by them on themselves or their dependants.
A close investigation revealed that firstly the reimbursement limit is too low as the prices of medicines, consultation fees of the doctors, charges of diagnostic centers and charges of hospital, nursing homes etc. have increased whereas the railway has not revised its reimbursement limits proportionately.

**Staff Benefit Fund**

A Railway Staff Benefit Fund is maintained for each Railway. The Fund is used mainly for the benefit of the non gazetted staff.

The Committee managing the fund shall spend from the fund on the following objects-

(a) Education of the Staff and of their children when no assistance is admissible

(b) Recreation and amusements of the staff and their children.

(c) Relief of distress amongst the members or ex-members of the staff and their families not provided for under any other rules.

Such schemes for sickness or maternity benefits to the families of the staff as are not covered by the Medical Attendance rules.

Any other object which in the opinion of the committee is for the benefit of the staff, for which approval of G. M. will be obtained.

**Railway Quarters**

Railways make provisions for railway quarters at or nearby Railway stations as far as possible for housing their employees. Some quarters at all stations are earmarked for being allotted to the staff who are required to remain close to the site of their working places and allotments of these quarters are made to such categories of staff on their posting at such places/establishment.

A general list of the rest of the quarters, department-wise are maintained and the staff applying for allotment of quarters are given such allotment on priority basis from among those who apply for same and the names are maintained in the general waiting list.

There are different types of railway quarters viz. Type I, Type II, Type III, Type IV and Type V and railway employees will be allotted the quarters according to the entitlements based on the scale of pay they are in receipt of.
Standard rent has been fixed at flat rates for each type of quarters throughout the Indian Railway.

Flexible benefits turn the benefits expenditure into a motivator. For employees flexibility is attractive because they can tailor their benefits and levels of coverage to their own needs.

**Productivity Linked Bonus**

The grant of Productivity Linked Bonus is intended to provide substantial motivation towards achieving higher productivity by way of increased output by the employees and improved quality of service. PLB is payable to all non-Gazetted Staff employees.

Reinforcement theory focuses on the relationship between the target behavior (e.g., performance) and its consequences (e.g., pay) (Skinner 1969), and is premised on the principles and techniques of organizational behavior modification (Luthans 1973; Stajkovic and Luthans 1997). Organizational behavior modification is a framework within which employee behaviors are identified, measured, and analyzed in terms of their functional consequences (i.e., existing reinforcements) and where an intervention is developed using principles of reinforcement (Luthans and Kreitner 1975; Stajkovic and Luthans 1997).

PLB was a great source of motivation as workers get financial benefit which leads them to work more. They said they feel highly motivated by this scheme.

**Incentive Bonus Scheme**

With a view to increase the productivity of Workshop and Production Units and creating incentive for the employees and their supervisors, an incentive scheme has been in existence on the Railway for number of years.

The "time saved" by each workman is covered into money values at the rate per hour or per day he is paid and the total value of "Time Saved" or part thereof is paid to him as his profit.

Reviews that included the public sector appear to be at odds with findings of reviews examining financial incentives in the private sector or in lab settings using college students. In general, these reviews suggest that merit pay and pay-for-performance systems in the public sector generally have been unsuccessful, have little positive impact on employee motivation and
organizational performance, and fail to show a significant relationship between pay and performance. These reviews, however, do note that the failure to find a significant pay-performance relationship is likely due to a lack of adequate funding for merit pay and the organizational and managerial characteristics necessary to make pay-for-performance work in traditional government settings.

This is another source of motivation for the employees and employees said that they are highly motivated with the incentive bonus scheme of railway.

Permanent Negotiating Machinery

With the object of maintaining contact with labour and resolving disputes and differences which may arise between them and the administration, through the process of negotiation, a machinery known as the Permanent Negotiating Machinery has been set up in Railways.

Employees said they are satisfied as all the doubts, complaints, disagreements and grievances which they have are easily solved with the help of this machinery.

**Worker’s Participation in Management:**

The scheme of Workers' Participation in Management owes its origin to the Whitely Committee (UK.) 1917 which recommended that workers should be given "a greater opportunity of participating in the discussion about, and adjustment of, those parts of industry by which they are most effected".

The philosophy underlying this industrial system is that, such a measure would help in (a) promoting increased productivity for the general benefit of the enterprise, the employees and the community, (b) giving employees a better understanding of their role in the working of industry and of the process of production; and (c) satisfying the workers' urge of self-expression, thus leading to industrial peace, better relations and increased co-operation.

In a narrow sense, employee participation is "joint decision making or influence sharing between employees and managers" (Doucouliagos 1995, 60). More broadly, participation is "a conscious and intended effort by individuals at a higher level in an organization to provide visible extra-role or role-expanding opportunities for individuals or groups at a lower level in the
organization to have a greater voice in one or more areas of organizational performance" (Glew et al. 1995, 402).

Our review of reviews finds that participation, broadly defined, generally leads to higher satisfaction with organizational processes and decisions, and ultimately to stronger commitment to the organization. Spector (1986) summarizes that employees who perceive more control at work are more satisfied, more motivated, and more committed to the organization. Shared decision making may improve employees' satisfaction with both decisions made and the process by which such decisions are made. This may strengthen employees' commitment to decisions, as well as their sense of justice in the process (Cawley, Keeping, and Levy 1998) and their trust in the organization (Nyhan 2000). Employees were motivated and satisfied their participation in organization.

Working Place (seating, branch lay out, cooling, heating, drinking water, canteen, washroom)

Atmosphere is important in motivating & satisfying employees in an organization

The cooling / heating facility provided by the organization in its branches is a cause of great dissatisfaction amongst the employees. Dissatisfaction with this factor was a matter of surprise for the researcher as during the survey it was observed that all the branches were having air coolers fitted in their premises. An inspection of air coolers revealed that they were not effective as the maintenance was quiet poor.

Secondly the layout of the branch and inadequate space restricted the installation of additional air coolers.

The state of washroom is also a cause of dissatisfaction amongst the employees. It is a place which is frequented by all employees several times a day. The researcher after inspecting the washroom is also of the opinion that they are in a very shabby state.

Another cause of dissatisfaction is the lack of canteen facility within the premises. For the supply of eatables and drinks, employees depend upon the services of the subordinate staff and thus a lot of time of the subordinate staff responsible for providing refreshments is consumed.
Working Conditions (illumination, equipments, machinery, tools)

Even Quality circles concept has improved employee productivity and satisfaction. This shows that if organization promotes quality and safe work place, up to a large extent the industrial disputes can be minimized. Employees were highly satisfied with the fact that the organization provides employees with good working conditions involving illumination, equipments, tools, machineries etc. and therefore promotes quality and safe work place.

Relationships With Supervisors, Subordinated and Colleagues.

High levels of performance are partially a function of an absence of obstacles that constrain the employees. Same way importance of good relations show needs for affiliations, the desire to be liked and accepted by others. The notion that managers and organization can control level of employee's job satisfaction and motivation is inherently attractive. Work motivation is the effort an employee exerts in performing the job and the degree to which she or he is self-motivated to perform effectively on the job. People get more out of work than merely money or tangible achievements. Work also fills the need for social interaction. Therefore having friendly trustworthy and supportive superiors lead to increased motivation and job satisfaction. Employees were satisfied with the fact that the employees had good relation with their superiors, colleagues and subordinates.

Open Communication, Mutual Support and Sharing

No group can exist without communication and contacts. Communication serves four major functions within a group organization - control, motivation, emotional expression and information. Employees were satisfied with the fact that the Organization encourages open communication, mutual support and sharing of information, ideas and resources.

Disciplinary Policies

Disciplining employees for undesirable behaviors only tells them what not do. It doesn't tell them what alternative behaviors are preferred. The result is that this form of punishment fervently leads to only short form suppression of the undesirables behaviors rather than its elimination. Employees were highly satisfied with the fact that railway policy on disciplinary action stresses on positive aspects of disciplines.
SUGGESTIONS

On the basis of the findings the following suggestions are being made for increasing the motivation and Job Satisfaction by making appropriate changes in the factors causing demotivation & dissatisfaction to various categories of employees of railways.

Researcher found that achievement, recognition and work itself were the strongest contributors to the motivation of people. Achievement and recognition for achievement have also been found to be the two strongest satisfiers.

Main challenge today to emulate is a work force made-up of highly knowledgeable and motivated people. Organizations need to be performance oriented to be competitive. Acquiring competent employees is not enough to exert high performance unless they are motivated enough to deliver the results. In today's organization, employee motivation is actually a difficult task because of the high level of expectation and vis-a-vis opportunities. So it is a real challenge for the HR professionals to motivate people at work.

Researcher also found that people work for both extrinsic rewards, such as money and promotions, and intrinsic rewards, such as pride in one's work and a sense of accomplishment. Recognition was found (including praise and rewards) as a common incentive. Employees are motivated by what they intrinsically believe is going to happen, not by what managers promise (extrinsic) will happen. Motivators like recognition and interesting work are crucial in motivating people. Over and above monetary reward, what people crave is praise. They need assurance that their efforts are known, valued, and appreciated. Sometimes all it takes to satisfy this deep desire is a sincere "well done", preferably delivered in front of their peers. Making peoples' work interesting means driving away boredom because it's a great turn-off. Make their work meaningful and you will spur them to realize their own highest potential.

Job satisfaction or dissatisfaction is a function of intrinsic and extrinsic rewards (outcomes) offered by the job. For example, if employees feel challenged, interested and enthused by the task at hand, they will be happy and satisfied because they innately believe that what they do is indeed value-adding. On the other hand, if employees feel discouraged, disinterested and unenthused by the task at hand, they will be unhappy and dissatisfied, because they don't see any tangible value in them doing the job. In a study
supervision and coworker relationships are amongst the factors that are predictive of overall job satisfaction. In other words, if employees are happy with the quality of supervision or relations with fellow workers, one can predict that they will be happy at work; if employees are not happy with the quality of supervision or relations with fellow workers, one can predict that they will not be happy at work.

The characteristics that differentiate successful companies from their less successful counterparts in almost every industry is the quality of people they are able to get and retain. The retention be seek by value culture diversity, Psychologists satisfied employees, family friendly workplace which help employees to balance work and personal responsibilities, employees training to keep employees skill level updated, to ensure that employees can handle the latest technologies and process for an organization and to empower employees by punishing authorities and responsibilities down to the lowest levels. As a result they dedicated a committed workforce. People - first strategy also lead to organization if they are able to recruit smart, conscientious and loyal employees.

Employee satisfaction and dissatisfaction can be expressed in number of ways. Managers should be interested in their employee's attitudes regarding work place as these provide warning of potential problems and influence their behavior. Satisfied and committed employees have lower rates of turnover absenteeism and grievances and cognitive dissonance org. Friendly-family work place and good working conditions increases productivity and retain first-class-workers.

We should not forget ability and opportunity; we can have employee involvement programs such as participative management, representative management & quality circles. Employee involvement programs should be linked to the factors of motivation and job satisfaction. Variable pay programs can be also introduced such as piece-rate pay plans (target), profit sharing plans, gain sharing and bonuses.

Create an atmosphere where employees feel comfortable bringing their children to see the workplace.

Organize a company picnic, museum party, holiday gathering -- some kind of mixer for employees' families. An event like this is like a million water-cooler conversations. It makes the statement: We are not our jobs. Arrange a social gathering for employees. Keep it simple and low-key. Your aim is simply to get folks talking. When it's an occasional thing, flex the rules. Example: A
person arrives late because the regular babysitter got sick. The culture should respect family needs more than it respects the corporate rulebook. Whatever you do, don't punish people for doing right by their families.

Encourage people to take ownership of their learning journeys. They can start deciding what they need/want to learn... then matching this with available learning opportunities. Feed this effort by giving people the chance to do things they've never done before. Encourage employees to attend workshops outside the organization. Sure, there are plenty of sessions hardly worth the price of the training binder. Yet discriminating eyes can spot the gems - and they are gems. Take advantage of them.

Scrutinize the organization's pay rates. Are they fair? Does each person's compensation match his/her true worth to the company? (Note the key distinction: "true worth to the company" vs. "the going rate for that position in the marketplace.") If not, be ready to make upward adjustments. This is not about high pay it's about fair pay.

Organization should make a habit of showing appreciation. Gratitude is the purest way to tell someone that you understand what they've done and how it contributes to the greater good. And it fosters a sense of equality -- in sharp contrast to praise, which conveys an image of the manager as approving parent. Conduct a snap self-assessment: "What do I bring to the workplace that's not valued?" Then ask: "Why isn't it valued?" Could it be that people simply don't know you possess these strengths? If so, you need to engage in some personal public relations and marketing. If the reasons run deeper, what other actions can you take? Ideally, get together with a group of colleagues to pose these worth-related questions. An open conversation will reveal entirely new strengths and interests, even among people who've been together for years.

True motivators, namely, achievement, recognition and work itself play a dominant role in contributing to motivation and job satisfaction.

In all instances the employees were excited and highly motivated when recognized for specific achievements, when praised or being appreciated for doing a task well and for being given the space and opportunity to do what they know best.

Employees expressed satisfaction when opportunities were opened for them to learn, practice a new skill, when their position changed to enhance their status, or when given responsibility with authority to discharge that
challenge. Interpersonal relations (with fellow workers) and supervision and support-technical and personal life were some of the factors that contribute to job satisfaction. In these instances, employees were happy with how they are generally managed, had good relations with supervisors and the employer did something that contributed positively to the employees personal life, such as support when ill.

The results of this study seem to suggest that some factors (achievement, recognition and work itself) are at present clear front runners in causing greater job satisfaction and motivation and motivation while at the same time other factors (company policy and administration, advancement, work load, work place, promotions and salary also contribute to job dissatisfaction and low motivation.

As mentioned in the conclusion that railways employees were dissatisfied with the cooling and heating facility. Therefore it is suggested that railway may adopt the new modern duct cooling technology wherein one large size cooler may be installed outside the place of work, where there is sufficient flow of air and a duct may be attached to it with outlets at different location within the working premises.

Similarly during winters the hot air blower may be installed in place of cooler. This will not only lead to effective cooling/heating but may also result in economizing on the electricity charges and may also provide more space for movement within the premises. Proper temperature at the work place may not only increase the satisfaction level of the employees but may also enhance the productivity of the employees by motivating them. Therefore railway may take up this issue on priority.

Employees were also dissatisfied by the state of wash rooms. Officers wash rooms were no doubt, in much better state than the lower cadre employees. The researcher after inspecting the washroom is also of the opinion that they were in a very shabby state. In order to improve the condition of the washroom it is suggested that railway management may renovate the washroom by fitting wall tiles up to a height of 6 feet, replace the dirty and damaged sheets, pots, washbasins etc., provide proper illumination and use disinfectants and air purifiers. Secondly the officers may exercise proper control over the staff responsible for cleaning and maintaining the washroom.

Researcher came to know that railway employees especially Cadre A & B were suffering from high work pressure. It is therefore suggested that a work load analysis of officers may be done and their jobs may be suitably
redesigned to allocate proper work load to them. Secondly the officers may also be given inputs of time management. Thirdly realistic work volume standards may be set for individual departments and in case when standards exceed, additional appropriate hands may be provided.

One of the biggest advantage and satisfaction in being in railway is free medical facility which includes medical reimbursement also. Researcher found that employees were dissatisfied with the medical reimbursement as it takes a long time and is not also fully reimbursed. Therefore it is suggested that the railway may revise its permissible medical expense reimbursement ceiling after taking into consideration the prices of medicines, consultation fees of doctors, charges of diagnostic centers and nursing homes.

Another factor which was causing dissatisfaction and low motivation was salary specially Group A staff. After being direct officers because of qualifying competitive exams, they are getting salary which is very low as compared to a person who is equally qualified and is getting a salary four times higher than the same person. More over railway has more satisfaction factors as compared to motivational factors. Researcher would like to suggest that railway should develop and implement more motivational schemes apart from incentive bonus, productivity linked bonus etc so as to increase motivation. Apart from that researcher also found that these schemes were only meant for group “C” and group “D” staff. No such schemes were there for Group “A” and “B” employees.

In conclusion, it may be said that a variety of techniques might be used to motivate & satisfy employees. Pleasant surroundings, good lighting, good ventilation, reasonable hours of work, and other facilities do bring about marked improvement in the productivity and morale of employees. But, after the initial shot-in-the-arm effect of improved working conditions has worn off, they do not exert such a positive effect as they did before. Management should know that a single system cannot motivate people. Each individual and each group should be considered and treated accordingly. Ernest Dale has rightly said: "For some, probably for a great many, a chance to assume greater responsibility will provide an impetus to even among these two much responsibility too soon may create apprehensions unless the manager makes it plain that he stands ready to provide help whenever they need it. Others may be motivated by a chance to learn higher-paying jobs, even though they may not be intrinsically more interesting than the ones they already hold. Still others may be willing to go along in the monotonous affair
in the familiar rut, provided they can earn a decent living and have decent working conditions and congenial associates."