Chapter-3
Research Design

Introduction

The human resource in the organisation is considered as an important factor. Therefore, organisations always wish to have well trained and effective workforce to achieve their goals. Employees who are satisfied with their jobs may exert high effort to achieve organisation’s goals. To make the best use of human resource as a valuable asset of the organisation attention must be given to maintain the relationship between the staff, the nature and content of their jobs, design of jobs etc., which have a significant effect on the image of the organisation. There is positive relationship between Job Satisfaction and Employees’ Work Performance. Fair promotional opportunities, reasonable pay structure, appropriate work and good working conditions leads to high level employees’ performance. The commonly held opinion is that “A satisfied worker is a productive worker”, will create a pleasant atmosphere with in the organisation to perform well. Hence, the aspect of job satisfaction has become a major topic for research studies in recent times. The specific problem addressed in this study is to examine the impact of factors such as psychological, demographic, organisational, personal, economic and technical influencing the job satisfaction of the employees in the organisation.

This chapter includes an overview of the existing literature on employee job satisfaction. This study focuses on the relative importance of job satisfaction factors and their impact on the overall job satisfaction. Job satisfaction has a great importance in the theoretical and the practical reality of the organisations. The present research is conducted to explore the relationship between job satisfaction and multiple factors like salary, working conditions, working hours, upward striving and work significance instead being relied on single factor. The study includes both intrinsic factors (like autonomy, recognition and accomplishment) and extrinsic factors (like working conditions, security and pay) to assess satisfaction among employees. Intrinsic factors are helpful in analyzing sense of accomplishments, innovative and risk taking abilities, autonomy, and work challenges faced by employees. On the other hand, extrinsic factors reflect behaviour and attitudes towards career development, salary and perks, potential increase in income.
3.1 Review of Literature

Several studies have been undertaken on employee job satisfaction the most prominent among them are discussed below:

According to White (2000)\(^{58}\) the evidence from points to specific determinants and correlation of job satisfaction and productivity. Various studies have established that dissatisfaction with one’s job may result in higher employee turnover, absenteeism, tardiness and grievances. Improved job satisfaction, on the other hand, results in increased productivity.

Gibson et al, (2000)\(^{59}\) is of the opinion that every individual has unique needs and desires that are to be satisfied, which are related to the behaviour they exhibit, and these play a significant role in their preferences in different areas such as their workplace, social, cultural and job factors all influence employees’ behaviour.

Harter (2002)\(^{60}\) conducted a Meta analysis. The study examined aggregated employee job satisfaction, sentiments and employee engagement with the latter variable referring to individual’s involvement and as well as enthusiasm for work. Based on 7,939 business units in 36 organisations, the researcher found positive and substantive correlations between employee satisfaction and engagement.

Schneider (2003)\(^{61}\) explored the relationships between several facets of employee satisfaction and organisational financial return on assets; (ROA) and market performance earnings per share; (EPS) using data from 35 organisations over a period of eight years.

Sengin (2003)\(^{62}\) identified the variables that influence employee job satisfaction as: (1) demographic variables which include education, experience, and position in the hierarchy; (2) Job characteristics which are autonomy, tasks repetitiveness, and salaries; and (3) organisational environment factors; which are degree of professionalisation, type of unit.

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Chu and his friends (2003)\textsuperscript{63} demonstrated that satisfaction is positively related to involvement, positive affectivity, autonomy, distributive justice, procedural justice, promotional chances, supervisors’ support, co-workers support, but it is negatively related to negative affectivity, role ambiguity, work-load, resource inadequacy and reutilization.

Kreitner and Kinicki, (2004)\textsuperscript{64} opined that Job satisfaction is an affective and emotional response to various facets of one’s job, describes as “being an emotional response that results from the employees perceived fulfilment of their needs and what they believes the company to have offered”.

Mrayyan (2005)\textsuperscript{65} says that the variables of encouragement, feedback, a widening pay scale and clear job description, career development opportunity, supportive leadership style, easy communication with colleagues and social interaction positively affect job satisfaction, whereas role stress has a negative influence on it.

Rajkumar. B and Maregouda. R (2006)\textsuperscript{66} in their research findings concluded that job satisfaction and morale play an important role in the organisational climate and plays major role in the productivity in the given organisation.

Karimi (2008)\textsuperscript{67} noted that work-to-family interference has significant and negative effects on job satisfaction among 387 Iranian male and female employees. The results showed that high levels of work family interference are associated with low job satisfaction and with work roles; the individual’s job satisfaction is lower.

Arunima, Shrivastava and Pooja (2009)\textsuperscript{68} have made an empirical study on job satisfaction between private and public sector banks. They have concluded that while public sector bank employees are highly satisfied with job security, fringe benefits and the work environment, their counterparts in private sector banks are dissatisfied with the aforesaid variables.

\textsuperscript{63} Chu, Hsuan-Wei. 2003. The impacts of leadership, member satisfaction, and teamwork quality on team performance: an example on ERP project team. Department of Information Management. National Central University.
Orisatoki R and Oguntibej (2010)\(^{69}\) reveals that managers who want to maintain a high level of job satisfaction among their workforce must try to understand the needs of each employee.

Calisir et al. (2010)\(^{70}\) found a very strong influence of job satisfaction on organisational commitment. Whereas job stress and role ambiguity indirectly influence the willingness of employees to leave their jobs.

Abdulla et al., (2011)\(^{71}\) identified communications and job stress an important determinant of job satisfaction and found no significant influence on job satisfaction whereas significant relationship found between job satisfaction and its determinants (salary and incentives, organisational policy and strategy and nature of the work).

Lai (2011)\(^{72}\) argues that an efficient compensation system result in organisational growth and expansion and exhibit a positive relationship between employee satisfaction and job-based wages, skill-based pay and performance-based pay. The study concludes that the intrinsic factors of motivation, including recognition, work, career opportunities, professional growth, responsibility, good feeling about the organisation that has a significant correlation with job satisfaction, while hygiene (external) factors have no significant relationship with job satisfaction of employees satisfaction.

Morad Rezhah and et.al (2012)\(^{73}\) believed that from their research study there is a meaningful relationship between job satisfaction in role performance.

Pallutla Nagmani (2013)\(^{74}\), in her research article highlights that causes of job dissatisfaction are; high work pressure and low economic facilities are the important problems of job satisfaction among the three levels of employees.


\(^{74}\) Pallutla Nagmani (2013), Job-Satisfaction at various levels of employee’s in Guntur Junction Railway-A Case Study., Radix international journal if Research in Social Science, Volume-2, Issue-8,pp.1-16.
Ashok Kumar K. et.al\textsuperscript{75}, in their research study found that only one relationship between job involved and the high job employees tended to report higher need satisfaction with respect to “recognition for good work done”, and the low job involved officers tended to report lower need fulfillment vis-a-vis this factor.

3.2 Statement of the Problem

Employee Job Satisfaction is function of intrinsic and extrinsic rewards offered by a job, it is a function of status associated with job level and a function of work values. There are four essential factors of job satisfaction viz., task, status, monetary reward and social relationship. If employees feel fairly treated from the outcomes, they receive, they will be satisfied. Job satisfaction is more an attitude or an internal state of mind. It is an emotional response to job satisfaction. It often determines how well outcomes meet or exceed expectations.

The success of any organisation largely depends on its workers participation in the process of growth and development. It plays a crucial role in determining the organisation’s existence and growth. A satisfied employee proves to be an asset for the organisation. Job satisfaction is good not only for employees but for employers too as it increases productivity and decreases staff turnover and absenteeism.

South Central Railway has been in the height of proving itself as one of the largest and efficient transport network in Indian Railways. Keeping this in view, an attempt is made to know the level of job satisfaction of employees under the title “Employee Job Satisfaction” (A Case Study of South Central Railway).

3.3 Objectives of the Study

1) To know the policies and programmes of SCR towards employee job satisfaction.
2) To identify the factors influencing job satisfaction of SCR employees.
3) To know the employees satisfaction towards different facilities provided by SCR.
4) To understand future expectations of employees and offer suggestions for improving the employee job satisfaction in SCR.

3.4 Research Methodology

The research data is collected from both primary and secondary sources.

- The primary sources include data collected through pre-structured questionnaire; personal interview and observation.
- Introspection.
- The secondary sources include data collected from SCR Journals, General Managers’ Annual Reports, Year books published from Ministry of Railways-New Delhi, Railway Magazines, and other related publications and websites, Books, Articles etc., and

3.5 Sampling Size

The sample size of 500 respondents selected under convenience sampling method for adequate representation of the employees of South Central Railway, from all the departments to meet the research objectives.

3.6 Scope and Limitations of the study

Since the time and resources available to undertake this study are limited, the scope of this study does not permit inclusion of all the zones. Therefore, the study is confined to only South Central Railway Zone. The main focus of the research is on critical variables such as organisational factors; group factors and individual factors.

Organisational factors like, job, pay, opportunities for promotion, the nature of the work, policies of the organisation and working conditions. The Group factors like size and supervision. Individual factors like, self esteem, Type-A behaviour pattern and ability to withstand job stress of the employee and personal interest in the job and ones’ general life satisfaction.

Detailed data of some aspects could not be collected due to non co-operation of SCR staff. While presenting the tables, because of a divergent data extracted by different sources, there is a discrepancy in figures relating to some tables. Nevertheless, every effort has been made to collect information as much as possible to make objective assessment of the study.

3.7 Tools and Techniques of Data Collection

To ensure a sound research work, the researcher has used the following tools and techniques for the collection of the data.
a) **Questionnaire Method.**

The interview method, questionnaire method was also used in order to obtain qualitative information from the respondents, questionnaire was administered personally.

b) **Sources of Data**

The present study is primarily empirical in nature, mainly based on primary data. Apart from the primary data, secondary data is also used for the study. A secondary source of information has been collected from the records of South Central Railway Annual Reports; apart from this the information is also collected from news papers, magazines, journals etc. The collected data is analysed and tabulated by using percentages, charts and diagrams to make projections and to draw meaningful conclusions.

3.8 **Tools and Techniques of Data Analysis**

Data so obtained were classified and arranged in the form of tables. To highlight the employee job satisfaction appropriate techniques such as simple percentage and averages used.

3.9 **Period of the Study**

The present study covers a period of five years from 2009-10 to 2013-14.

3.10 **Format of Presentation**

The present study is presented in six chapters.

Chapter 1: Introduction

1.1 Historical background of Indian Railways
1.2 Profile of South Central Railway

Chapter 2: An overview of Employee Job satisfaction, it consists Introduction,

2.1 Meaning and Definitions of Employee Job Satisfaction,
2.2 Dimensions of Job Satisfaction
2.3 Nature and Scope of Job Satisfaction
2.4 Importance of Job Satisfaction
2.5 Causes of Job Satisfaction
2.6 Factors Determining Job Satisfaction.
2.7 Job Satisfaction and Its Relationships
2.8 Consequences of Job Satisfaction
2.9 Consequences of Job Dissatisfaction
2.10 Guidelines for Promoting Job Satisfaction
2.11 Ways of Measuring Job Satisfaction and
2.12 A Satisfied Employee.
2.13 Theories of Job Satisfaction.

Chapter 3: Gives Research Design of the Study; it includes Introduction,

3.1 Review of Literature
3.2 Statement of the Problem
3.3 Objectives of the Study
3.4 Research Methodology
3.5 Sampling Size
3.6 Scope and Limitations of the Study
3.7 Tools and Techniques of Data Collection
3.8 Tools and Techniques used for Data Analysis
3.9 Period of the Study and
3.10 Format of Presentation

Chapter 4: Deals with the Factors influencing Employee Job Satisfaction in South Central Railway (SCR)

Chapter 5: Deals with Analysis of Employee Job Satisfaction in South Central Railway

Chapter 6: Summary of Research Findings, Conclusions, Recommendations including Future Directions of Research

6.1 The Research Findings
6.2 Conclusions
6.3 Scheme of Recommendations
6.4 Future Directions of Research.