Chapter 6

Summary of Research Findings, Scheme of Recommendations including Future Directions of Research

Indian Railways, the biggest public sector undertaking plays a vital role in transforming the socio-economic development of the nation. It is the Asia’s largest and the world’s second largest railway system under one management. It is the chief mode of transport for passengers and freight traffic. The introduction of railways has revolutionized the process of development; the services are fast, safe, reliable, popular and acceptable to general masses. The management and control of railways has undergone far reaching changes, particularly after the attainment of independence in 1947.

The first train in India was flagged off from Bori Bunder to Thane on 16th of April 1853, when only 34 Kms. Of track operated on stream traction. By 1947, there were forty rail systems in 1951, the systems were nationalized as one unit, becoming one of the largest networks in the World. Later, in the interest of the economy and efficiency of the railway operation, the entire railway network was divided into six zones. Further, regrouping in 1956, resulted in creation of three more zones making the total to nine zones. At present there are 17 zones with 67 divisions. Each zone is headed by a general manager for operation, management and control, maintenance and financial matter of the concerned zone. At present entire railway has 64 thousand kms of track with a workforce of 1.307 million employees.

South Central Railway was formed on 2nd October 1966. As the ninth zone with six divisions. Straddling the Deccan peninsula from Bay of Bengal in the East to the Arabian Sea in the West. The SCR has 5755 route kilometers of track with a workforce of nearly 95645 employees. SCR, in its 49 years of committed service and path breaking progress has built a modern system of transport. Fulfilled the aspiration of the passengers playing a vital role as a catalyst for agricultural and industrial development in the southern peninsula by providing customer-friendly transport network. It has built a mega modern enterprise matching international standard. It has been successfully transforming the system to meet the needs of the fast changing times and need, the aspirations of the rail users by keeping pace with the technological developments. It is also one amongst the forerunners of all zonal railways by virtue of having achieved spectacular results in financial and physical
terms. The strategies that have been put into operation to achieve the set objectives include modernization and upgradation of technology, operational innovations, better rolling stock management, improvements in passenger amenities, improvements in quality of services and optimization of resources utilisation, introduction and implementation of better employee welfare facilities etc., to boost the morale of its employees.

**Employee Job-Satisfaction in SCR**

Job satisfaction is all about how one feels about one’s job. Employee who express satisfaction is said to have a positive attitude towards the job unlike a dissatisfied employee who has a negative attitude towards the job. A person having negative attitude shows a personality disposition which is included to experience nervousness, tension, worry, upset and distress where as those with positive attitude will feel happy with themselves, others and with their work. Job satisfaction reflects the extent to which people find gratification or fulfillment in their work. A satisfied employee tends to be absent less often, to make positive contribution and to stay with the organisation.

The effect of job satisfaction goes beyond organisational setting satisfied employees are more likely to be satisfied citizens. These people hold a more positive attitude towards life in general and make for a society of more psychologically healthy.

Broadly there are 3 causes of Job-Satisfaction,

1. Organisational factors
2. Group factors
3. Individual factors

Organisational factors include; wages, promotion, nature of work, organisational policies and procedures, working conditions, reward system.

Group factors include; size and supervision.

Individual factors include; personality, status and seniority, interest life satisfaction.
The following important factors determine Job-satisfaction.

Work content, working conditions, wages, work group, supervision, promotional chances.

Several theories have been developed to define the relevance of various factors influencing job satisfaction in an organisation. To mention a few, Fredrick Herzberg and his association developed the Two-Factor Theory viz.,

1. Hygiene factors and Motivational factors.
2. Abraham Maslow’s-Need Hierarchy theory.
5. Lawler’s Comparison Theory.
7. Lock’s Value Theory.

SCR has considered the manpower as an important and active factor of production with the passage of time and with the rapid expansion of railways led to use the modern technologies to improve the quality of services offered by it to rail users. As a result, it had to employ more and more employees. As the time progressed, regulation relating to service matters and due to their growing consciousness of human rights, a lot of staff problems cropped up. Hence, it was considered necessary to form a separate section to streamline the management of service matters of employees to provide fair benefits and handle their grievances and problems humanly so as to draw out from them maximum participation for higher productivity and quality programmes.

The following are the factors influence employee Job-Satisfaction in SCR such as pay scale, good working conditions, good relationship with peers, welfare facilities, flexibility in scheduling, assignment of work according to the qualification and skills, the physical working condition, transfer policies, disciplinary actions, advancement level of achievement in their job, compensation, concessional loan facility, appreciation and rewards, benefits package, recognition of the employee performance, appointment under compassionate grounds, opportunity to utilize the skills and talents, opportunity to learn new skills, support for additional training and
education, railway housing facility, recreational activities, customary functions, holyday homes for pilgrims, rest houses for short leave of employees, annual sports competitions, promotion of sports, cultural and other activities, colony care committees, scholarship to the wards of employees’ pursuing technical education, reimbursement of cost of books and fee, educational facilities to employees’ children at wayside stations, officers clubs for recreation of officers, relief to distressed or sick, maintenance grant, medical facilities and canteen facility.

6.1 The Research Findings

1. Flexibility
   It is found that the flexibility is more in group A and B group employees whereas, it is inadequate in C and D employees. Especially those who are working at the remote areas are dissatisfied with flexibility in scheduling.

2. Working condition
   Majority i.e.,372 (75.4%) of the respondents expressed that the working condition in the organisation are good and conducive.

3. Policy on discipline
   It is observed that 343 (68.6%) of the employees opined that policies on discipline are effective and that enables the employees to be more cautious about their behaviour and work in the work place.

4. Achievements
   Achievements make a person feel proud when he is being recognized and valued for his contribution.

   During the survey it is found 340 (60%) of the respondents, Group A has the highest sense of achievement, whereas achievement of Group B respondents is high and Group C and D have average sense of achievement.

5. Compensation
   All employees are governed by the Workmen’s Compensation Act and shall be paid compensation at the rate prescribed for the purpose. In case of injury caused owing to accident ‘arising out of’ and ‘in the course of his/her employment, as a result he/she dies or becomes disabled for a period of three months or disability caused due to any occupational diseases. All the respondents are fully satisfied with the compensation facilities provided to them.
6. **Concessional loan facility**

Railway gives loan facility on concessional rates of interest to its employees to motivate and to develop a sense of loyalty amongst them. Also adopts many welfare measures. It is found that, majority 345 (69%) of the employees from all groups are satisfied with this facility.

7. **Fair recognition and reward**

The survey reveals that 297 (59.4%) of the employees of SCR feel that they are being recognized and suitably rewarded based on their performance in their jobs. It is found that Group A and B feel that they are recognized and rewarded whereas group C and D expressed that it is average.

8. **Relationship**

Good interpersonal relation is a key factor which helps the organisation to function effectively. Good relations with peers, subordinates and superiors reduce conflict in the organisation. Level of stress of an individual is low if his/her interpersonal relations are good in the organisation. Leadership plays an important role in developing good interpersonal environment in the organisation. One can utilize one’s time in a constructive way if one has good relations with peers, superiors and subordinates, which further results in improved performance.

Survey reveals that 77.27% of the respondents from Group A, B, C and D employees have good relations with co-workers, supervisors and subordinates and they are highly satisfied. From the study, it is known that there is cordial relationship between the employees. All employees have good interpersonal relations irrespective of the cadres to which they belong.

9. **Training and development opportunities**

Majority of the employees i.e., 294 (58.8%) expressed that the nature of training that the SCR imparts is most effective and is in accordance with the requirement for further advancement in their jobs.

10. **Housing Facility**

It is found that majority of the respondents 346 (69.2%) of the total 500 are satisfied with the housing facility. 154 respondents (30.8%) of the total, are dissatisfied because most of the quarters (houses) are old and not properly maintained.
11. Scholarship

It is found that majority of the respondents 371 (74.2%) of the total are satisfied with the grant of scholarships to their wards pursuing technical education. Very less number of 129 (25.8%) of the total respondents opined that they are dissatisfied because of high cost of education and it is very difficult to send their wards to higher education specially to professional courses.

12. Amenities

The majority of the 349 (69.8%) respondents of the total are satisfied with the Colony Care Committee, which is formed to take care of amenities to residents in railway colonies. 151 (30.32%) respondents of the total are dissatisfied with the functioning of the Colony Care Committee as the committee is not serious about its duties especially maintenance of the residential area and to organize activities.

13. Recreation

During the survey, the respondents expressed about institutes of recreation for staff; majority of the respondents 303 (60.6%) of the total are satisfied. 197 (39.4%) respondents of the total are dissatisfied because these institutes are situated at headquarters or at divisional headquarters; and hence, they are deprived of this facility at their work place.

14. Medical Facilities and Reimbursements

Railways have provided their own hospitals, dispensaries- family planning centres, child welfare centre for the benefit of its employees. All the employees irrespective of the cadre to which they belong, can avail medical facilities, by self, their family members including dependents. All the employees are satisfied with the medical facilities and reimbursement of medical expenses incurred by them on themselves or on their dependents as per the existing rules.

It is found that, there is little delay in the medical expenses reimbursement which is negligible.

15. Job security

The study reveals that all employees in SCR have high degree of job security in their job.

16. Power

It is observed that the degree of power is high in group A and B employees whereas the degree of power is less in group C and D employees.
17. Involvement in decision making process

It is found that group A and B employees are always involved in decision making process whereas group C and D are less involved. All decisions are made by the top level officials in the normal course.

18. Promotion

Promotion involves a change from one job to another which is better in terms of status and responsibility it is an advancement of employee to better job, greater responsibility, more prestige, increased rate of pay/salary. It is a kind of recognition. It is found that the promotional opportunities in SCR are fair and in accordance with the existing policies.

19. Open communication

The study reveals that majority of employees expressed that their organisation provides opportunity for open communication to share their ideas and resources. However, less number of employees especially from Group D employees feel that they are not given space or encouraged for open communication.

20. Grievances handling

It is found that majority of the respondents said that the SCR handles grievances periodically and address promptly and solve them timely. Whereas, Group C and D employees did not agree with the statement.

21. Career prospects

To bring up the level of job satisfaction, an organisation should go for promotion within the time frame as possible. Career prospects in the organisation are an indicator that an organisation provides rewards for good performance which motivates the employee. It is a way of recognition, appreciation to an employee to grow and contribute to his best to the organisation. The survey revealed that Group A has excellent career prospects while the other 3 Groups opined that it is average.

22. Superior as leader trainer

Majority of employees expressed that their supervisors act as good leaders, trainers, mentor and effective coach.

23. Safety

Safety of employees in work place is an important issue which shows how an organisation cares an employee and shows concern for him, how handles his
personal problems. This sort of concern makes an employee more committed to his work and satisfied.

It is found that SCR takes maximum care about the safety of its workforce.

24. Interests

Developing interests in doing the job entails for greater achievements and job satisfaction. Majority of the respondents opined that the work they are doing is of their interest.

25. Clear goals

All organisations have clear goals for achievement within the time frame. It defines goals of the organisation and made known to its employees periodically. It sets the time frame for achievements. Every employee is given goals and standards for achievement.

It is found that Group A and B employees have clear goals and achievable goals whereas Group C and D expressed that their goals are frequently changed.

26. Confidential Reports

Confidential Reports serves as feedback of an employee’s performance over her/his jobs for a specific period (normally for one year).

It is an assessment of the employee’s contribution in terms of his/her involvement in the job. Generally it covers, the following; general qualities, professional abilities, integrity, intelligence, tact consciousness, attitude towards superiors, equals, SC/ST subordinates, general conduct and character, sociability aptitude and shortcomings etc.

It is found that majority of respondents agree that confidential report serves as a source of motivator and is shown to the employee. SCR has the provision to make known the judgment of the confidential report.

27. Pay and allowances

All employees are paid regular pay/salary and various kinds of allowances regularly. It is found that along with their pay, allowances as admissible are paid as and when they are revised. And they are happy the pay scales are based on recommendations the railway pay commission and railway board.

28. Union support

In Railways, unions play a dominant role in safeguarding the welfare of the employees. They work in the interest of the employees at all times and motivate them. They ensure justice to the employees and also help the
organisation to be soft towards employees and provide all benefits which are available to the employees.

29. Educational Facilities

Further, majority of the respondents 314 (62.8%) of the total are satisfied with the educational facilities provided to employees’ children. Whereas, 184 (37.2%) respondents are dissatisfied and opined that there are no schools at way side stations (small stations).

6.2 Conclusions:

To conclude, in South Central Railway, human resource is considered as the most valuable asset, because human resource is the sum-total of inherent abilities, aptitudes of the employed persons who comprise executives, supervisors and the rank and file employees. The human resource are utilized to the maximum possible extent, in order to achieve individual and organisational goals. It is thus, the employees performance to a large extent influenced by motivation and job satisfaction. When employees are allowed to operate freely job satisfaction can contribute substantially to the organisational effectiveness. It can contribute to productive output in the form of high quantity and quality of services as well as to organisational maintenance as represented by low absenteeism and turnover.

In spite of all the human resource policies and practices of SCR with regards to employees, there should be continuous monitoring for the proper utilization of employee welfare measures. The welfare measures involve three major aspects which are occupational health care, suitable working time and appropriate salary. The same work environment provides the basis for the person to enjoy working. The work should not pose a health hazard for the person. The welfare measures aim at integrating the socio-psychological needs of employees, the unique requirements of a particular technology, the structure and process of the organisation and existing socio-cultural environment. It creates a culture of work commitment in organisations and society which ensures higher productivity and greater job satisfaction to the employees. Due to the welfare measures, the employees feel that the management is interested in taking care of the employees that result in the sincerity, commitment and loyalty of the employees towards the organisation. The employees work with full
enthusiasm and energetic behaviour which results in the increase in production and ultimately the increase in profit.

While deciding the welfare facilities for the employees, the management has to do discussions with the persons who are now going to avail the facilities. The communication increases the cohesiveness between the management and the employees and thus working relations will improve.

6.3 Scheme of Recommendations

Based on the findings, the following recommendations are being made for increasing the job-satisfaction by making appropriate changes in the factors causing dissatisfaction to the employees of various categories in South Central Railway.

1. The study found that the inter-personal relations amongst the workers (co-workers) and superiors needs improvement. It is better in case of Group A and B category; whereas in Group C and D, it is below average. Therefore, efforts may be taken to socialize and create atmosphere amongst all the groups of workers by organising holiday gatherings, company picnics, family get-together, conducting plays and dramas etc at the premises.

2. The researcher heard that the Group C and D employees are not involved in decision-making. They are not being consulted (at least through unions) in most of the decisions. Therefore, SCR may take steps to involve them wherever necessary and hear their views and opinions in decision making.

3. Researcher came to know that employees especially Group A and B were suffering from high work pressure. Therefore, suggested that workload may be analysed and appropriate steps may be taken to assign the work suitably by redesigning the total volume of work. This may be overcome either by promotion or by recruitment or both to ease the pressure of work on some groups who are over burdened. Besides this, the promotional and recruitment policies may also be revised so as to fill the vacancies.

4. From the findings it is known that the medical facilities especially with regard to medical reimbursement, where most of the employees are dissatisfied as it takes a longtime and not fully reimbursed. Therefore, it is suggested that the railways may take steps to revise the guidelines pertaining to permissible medical expenses reimbursements.
5. The SCR should increase non-monetary motivational benefits viz., trophies, membership of recreational clubs, certificates, letters of appreciation and treats like, free lunch, festival bashes and picnics for its employees and should reward suitably to deserved employees based on their performance. It is necessary to introduce a new reward system to motivate and improve the job satisfaction.

6. SCR to ensure the availability of equipment and modern technology which will make the employees’ job easier, more effective and productive.

7. SCR should introduce better and favourable job rules and job security to the employees that will ensure positive attitude of the employees towards their jobs.

8. The SCR should encourage the formation of Co-operative Housing Societies for Railway men in order to solve the problems relating to housing accommodation. Railway management should also extend the housing scheme to employees in SCR who have not been covered so far.

9. Regarding first aid facility in trains and stations, the SCR should strengthen the available facility. The medical team should be made available at all important stations to meet the emergency. SCR should install modern equipments in the hospitals and clinics to handle critical cases.

10. The SCR should take necessary steps to supply the safety devices which prevent the occupational diseases.

11. SCR should design and formulate transfer policy so that transfer is not used as a tool of punishment to workers and union leaders of SCR and social activists who participate in the programmes which are beneficial for welfare of employees. Transfer policy should be need-based for effective operation of SCR.

12. During the survey, it is observed that there are no canteens in most of the rural stations. Therefore, steps may be taken to open canteens in such stations. The existing canteens which require basic facilities may be upgraded by providing modern cooking equipments and facilities.
6.4 Future Directions of Research

Owing to time and resource constraints, the following research issues are kept out of our main research investigation.

1. Morale and Job Satisfaction in SCR
2. An in-depth analysis of Training Programmes in SCR
3. Career Planning and Job Satisfaction in SCR
4. Employee Performance and Job Satisfaction in SCR
5. Absenteeism and Job Satisfaction in SCR
6. Organisational Citizenship Behaviour and Job Satisfaction in SCR
7. Quality of Work Life and Job Satisfaction in SCR

Perhaps the line of thinking on which our research investigation is based may give scope for the research or quest to gain insight, develop concepts and create application tools in the aforesaid fertile areas of research.