INTRODUCTION AND DESIGN OF THE STUDY

1-1. INTRODUCTION

Job satisfaction is a combination of two words: ‘Job’ and ‘satisfaction’. The term ‘Work’, ‘Occupation’, ‘Job’ and ‘Position’ are used interchangeably. Job refers to work role and satisfaction is related to fulfillment of needs. Thus job satisfaction may be a resultant feeling of satisfaction, which the employee achieves by performing the job.

“Happy employees are productive employees” and “Happy employees are not productive employees”. These are the conflicting statements made by Human Resource professionals and Managers in organization. The happier people are within their job, the more satisfied they are said to be. Job satisfaction is not the same as motivation. It is influenced by management style and culture, employee involvement, empowerment and autonomous work position.

Job satisfaction is a peculiar concept. The importance and urgency of studying job satisfaction have come to be questioned with reference to the conceptualization of job satisfaction. Different definitions of job satisfaction by various authors have been subjected to controversy. Hoppock describes job satisfaction as “any combination of psychological, physiological and environment circumstances that cause a person fruitfully, to say, I am satisfied with my job”\textsuperscript{1}. Thus job satisfaction tends to be a
dependent variable. This variable may be in the form of favourableness or unfavourableness with which employees view their work.

Job satisfaction has been defined by Locke (1976) as “a pleasant or positive emotional state resulting from the appraisal of one’s job or job experience”\textsuperscript{ii}. Job satisfaction may also be defined as “an affective reaction to one’s job”\textsuperscript{iii} and “an attitude towards one’s jobs.”\textsuperscript{iv}

One of the biggest preludes to the study of job satisfaction was the Hawthorne studies. These studies (1924-1933), primarily credited to Elton Mayo of the Harvard Business School, sought to find the effects of various conditions on worker productivity. This finding provided strong evidence that people work for purposes other than pay, which paved the way for researchers to investigate other factors in job satisfaction.

Scientific management also has a significant impact on the study of job satisfaction. Frederick Winslow Taylor’s (1911) book ‘Principles of Scientific Management’ states that the initial use of scientific management by industries has greatly increased productivity because, workers were forced to work at a faster pace. However, workers became exhausted and dissatisfied. Maslow’s hierarchy of needs theory, a motivation theory, also laid the foundation for the job satisfaction theory.
In the words of E.A. Locke, job dissatisfaction can also be defined as “the unpleasurable emotional state resulting from the appraisal of one’s job as frustrating or blocking the attainment of one’s job values or as entailing disvalues”.

Keith Wavis has pointed out clearly the necessity of job satisfaction as “in the same way that health is important because it represents general conditions, job satisfaction is important because it represents general human conditions. It requires attention, diagnosis and treatment as health do”.

To be practical, every management should understand the feelings of employees and their perception towards their job.

“Labour is not a commodity of commerce nor a pawn on the chess board but a human-being and has to be regarded”. Human resource is considered to be that most powerful and valuable asset for any organization. Human resource may be considered “the total knowledge, skills, creative abilities, talents and aptitudes of an organization workforce, as well as values, attitudes and benefits acquired through knowledge and skills, represented b the talents and aptitude of the employed persons”.
It may be noted here that, human resources should be utilized to the maximum possible extent in order to achieve individual and organizational objectives. It is thus the employees’ performance, which ultimately decides the attainment of their goals.

The success and growth of any organization depends upon the effective use of its human resources. The problem of handling human resources is quite different from that of physical, material and financial resources because the former is not standardized, interchangeable or passive ways. Thus the performance of these factors is to a larger extent influenced by motivation and job satisfaction. So the study of job satisfaction is very essential to every management to improve motivation and morale. The management comes to know the areas of satisfaction and dissatisfaction as well as satisfied and dissatisfied groups of persons. Generally it welcomes the employees’ comments and suggestions, which in turn, enable the management to recognize the organization structure and work environment.

Human Resource includes both men and women. Though women are marching forward day by day they have many problems due to gender bias, sex discrimination and due to their delicate physical status. Women have been considered inferior in all societies. This is well exhibited in the opinions of early thinkers. Aristotle said, “Female nature is afflicted with the natural defectiveness”. According to Thomas, “A female is something deficient”. As Rosemary Putnam Tong points out, “prior to
industrial capitalism, the family and household was the site of production. The workwomen did cooking, canning, painting, preserving, child bearing and child rearing”. Once a woman is willing to work inside and outside the home, she has to be willing to work for less money. As women found opportunities to move into the workforce, the jobs they found approximated the work they had done in their home, cooking, cleaning, serving, nursing and teaching\textsuperscript{xi}.

Today women are engaged in all activities of the economy. There are many sales women, businesswomen, policewomen, pilots, miners, agricultural workers, accountants, technicians, scientists, executives, administrators and teachers. There is hardly any avenue where women are not present. Their productive role in the economy is increasing day by day. Conditions of working women in India have improved considerably in the recent years.

1.2 STATEMENT OF THE PROBLEM

“The woman behind the successful man” is an oft-heard saying. This is an attempt to reveal the reality of women behind a successful organization. The attitude of women towards women’s employment changed due to certain social compulsions. Women are ready to take up any challenge in their working environment.
The number of women employees in the Railways is comparatively more than that in the olden days. This is mainly because of the importance given to women in government organizations and the change in the policy towards women empowerment.

In the tenth five-year plan, more attention has been given to the welfare, development and empowerment of women in the Indian Railways. Of the total number of 14 lakh employees, women employees numbered 75,394. Although the bulk of the Railway’s staff welfare schemes and activities benefit both male and female employees, various initiatives are aimed at women employees and also women members of the employees’ families. Various privileges are also available to women railway employees like maternity leave and special leave for promoting family welfare.

To improve the working environment of the women employees, committees have been formed at all levels to address complaints relating to sexual harassments.

Besides providing ex-criteria compensation ranging from Rs.5 lakhs to Rs. 7 lakhs to families of employees who die in harness while performing their bonafide duties, Railways also provides compassionate appointments under which wives and children of employees are offered appointments after the death of the employees in harness.
Handicraft centers and Mahila Samitis operate under the staff benefit schemes in order to help women members of employees’ families in augmenting the family income by learning vocational skills like stitching, weaving and making some stationary items required by the railways. Stitching uniforms for railway class IV employees is another activity for these women.

A specific outlay is earmarked under staff benefit fund, towards women empowerment activities. Another unique feature of women empowerment is the women welfare organization of the Railways comprising wives of the Railway Officers, which are pro-active in the empowerment of women employees and women folk of the employee’s families. Their activities include running nursery schools, schools for mentally challenged children, computer training/project centres, financial assisting in deserving cases and handicraft centres for women members of employees’ families.

Various women employees who are sports persons have excelled at national and international levels as a result of their thirst on sports activities. The unique feature of the Railways is the way in which work load is distributed, giving women employees equal responsibility and importance. As one of the highest officers stated, “We have women employees in almost all posts, including that of the ticket collector, the gate keeper, and the loco pilot and Railway Protection Force constable”.

The law of the land also secures women in various ways and means. Articles 15,16,39, and 42 of the Indian Constitution have ensured “freedom to women in every sphere of life”. The changing scenario reflects the growing importance of women. The improved status of women, the varnishing joint family system, fast changing in caste and religious boundaries have encouraged women to seek greater individual freedom. From the agricultural fields, they have come into jobs and careers. Women employees increasingly staff both private and government offices.

Even after all these, the total productivity of women is doubtful because

1. Mass of women suffers from discrimination, deprivation and social disabilities. The existence of two worlds of women has also been emphasized in the report of the committee on the status of women. The author of the report remarks: “Despite progressive legal changes, the actual conditions of the life of the mass Indian women have not changed much”\textsuperscript{xii}

2. A woman has to play a dual role in our society. Her social compulsions of being a wife of a man and a responsible mother to her children over burdening her, in fulfilling her accountable position in the organization. Since the role-expectations are poles apart, a sort of conflict arises normally between an employed woman and her husband and in laws. Kapur (1970) set the trend for studies on Urban Working Women.\textsuperscript{xiii} His studies indicated that, even if employed, wives continued to bear the lion’s share of family responsibilities,
over and above work responsibilities, concern emerged about conflicts, stress and strain experienced by working women especially in comparison to working men.

3. Studies such as Narayanna’s (1982) conducted in the early 1980’s continued to establish that Indian women still aspired not to compromise with the burdens of their homemaker role. Women gave more and more priority to their family role than work role.<sup>xiv</sup>

4. All over the world, women work at home or in the fields, in factories and workshops alongside men, yet the work performed by women is be considered as less important than the work done by men. A woman’s work sometimes may not even be considered real work.<sup>xv</sup>

5. Women fill two-third of the world’s working hours, they receive one-tenth of its income and less than one–hundredth of the world’s property.<sup>xvi</sup>

Women are considered liability and men are considered assets. This contribution in the work place and home have not been properly evaluated and duly recognized. A working women has to strike a balance between her domestic and official obligations. Women’s satisfaction with the job is influenced by various non-family oriented factors as well as family oriented factors.

The development and growth of a nation and healthy and harmonious growth of the society would not be possible unless women are brought into the main stream of
Considering the above facts, this study aims at bringing out the satisfaction of women in their respective positions held in the midst of their family and physical constraints. The research on “Job Satisfaction of women employees of Southern Railway – A study with reference to Madurai Division” by researcher will definitely depict a true picture.

1.3 REVIEW OF THE LITERATURE

This chapter discusses the detailed description of some of the previous studies that have been undertaken both in the country and abroad regarding ‘job satisfaction’ and ‘women at work’. These studies have opened the window for knowledge in this subject widely. Some of these studies are listed below.

John O. Okpara (2006) in his study “Gender and the relationship between perceived fairness in pay, promotion and job satisfaction in a sub-Saharan African economy” states that a salary differential does exist between male and female bank managers in Nigeria. Male managers were more satisfied with their salary than their female colleagues. Results also indicated that there were gender differences in promotion. Male managers were overall more satisfied with their company’s promotion policies than their female counterparts.
Ipek Kalemcı Tuzun (2009) in his study “The impact of identification and commitment on job satisfaction – case study in Turkish service provider” examined the relationship between employees’ perceptions of organizational identification, job satisfaction and organizational commitment. The study also investigated the influence of organizational commitment and organizational identification on job satisfaction. It covered only one city in Turkey with 578 employees. The results of the study indicated that organizational commitment and organizational identification are inversely related to job satisfaction. Furthermore, the study found that the effect of commitment on job satisfaction was stronger than the effect of identification on job satisfaction.

John O. Okpara (2004) in his study ”Personal characteristics as predictors of job satisfaction – An exploratory study of IT managers in a developing economy” has analysed the extent to which personal characteristics such as gender, age, education, income, and experience predict IT managers’ job satisfaction in Nigeria. A sample of 360 IT managers selected from business organizations in Nigeria was used for this research. The results of this study suggest that IT managers were satisfied with their job, co-workers, and supervision, whereas they were dissatisfied with their pay and the promotion system. The results of regression analyses also showed that personal characteristics were significant predictors of job satisfaction.

Darwish A. Yusuf (2009) in his study “Organizational commitment: a mediator of the relationships of leadership behavior with job satisfaction and performance in a non-western country” states that those who perceive their superiors
as adopting consultative or participative leadership behavior are more committed to their organizations, more satisfied with their jobs, and their performance is high. Simon S.K. Lam (1995) in his empirical study “Quality management and job satisfaction” has conducted a survey of 220 front-line supervisors in Hong Kong using the job descriptive index (JDI) to investigate the perceived impact of total quality management (TQM) programmes on job satisfaction. The results indicate that TQM programmes seemed to have no impact on pay and promotion.

Catherine T. Kwantes (2009) in her research “Culture, job satisfaction and organizational commitment in India and the United States” states that job satisfaction is found to relate to affective commitment in both the Indian and American samples. Rachid Zeffane (1994) in his study “Computer Usage and Job Satisfaction: An Empirical Exploration” conducted at the Australian Telecommunications Industry explained that job satisfaction is positively influenced by the extent of computer usage, aspects of computer-related training and demographic characteristics such as tenure and job position.

Shah Jalal Sarker, Alf Crossman, Parkpoom Chinmeteepituck (2003) in their research paper ”The relationships of age and length of service with job satisfaction: an examination of hotel employees in Thailand” have found that the employee age is not significantly associated with the overall job satisfaction level, but that tenure is.
is also significant relationship between tenure and facets of satisfaction (job, pay and fringe benefits), but the effect of tenure on satisfaction is significantly modified by age. Osman M. Karatepe and Mehmet Tekinkus (2003)\textsuperscript{xxvi} in their study “The effects of work-family conflict, emotional exhaustion, and intrinsic motivation on job outcomes of front-line employees” stated that Results revealed that work-family conflict increased emotional exhaustion and reduced job satisfaction and emotional exhaustion exerted a significant negative effect on job satisfaction.

Alf Crossman and Bassem Abou-Zaki (2003)\textsuperscript{xxvii} in their study “Job satisfaction and employee performance of Lebanese banking staff” investigated the relationships between job satisfaction, individual job facets, socio-demographic variables and job performance in the Lebanese commercial banking sector. The sample consists of 202 employees from nine commercial banks. The results indicate that job satisfaction is not independent in all job facets and that satisfaction with one facet might lead to satisfaction with another. Female employees were found to be less satisfied with all facets except pay. Those with lower educational qualifications were the least satisfied. Self-reported job performance was found to increase with tenure. P.Amarjothi (1998)\textsuperscript{xxviii} has made an attempt to study the history and growth of match units, recruitment and promotion policies, welfare measures and job satisfaction of match workers. She has also offered a few suggestions.
A.Rama (1994) in her study “Job satisfaction of bank employees – A study with special reference to Kamarajar District”, analysed the various factors influencing job satisfaction and concluded that the public sector bank employees were concerned with social values, interpersonal relationship and modernization whereas private sector employees insisted on economic rewards and better work environment for better job satisfaction. The dissatisfaction areas were found to be in characteristics like the job itself, salaries and other benefits, advancement, responsibility and interpersonal relationship. The study also revealed that there was not much difference between the public and private sector bank employees in the matter of job satisfaction.

Jeyaraj (1995) in his study titled, “A study on job satisfaction of the women workers in Fireworks Industries in Virudhunagar District” stated that majority of the workers in the study units were women. They were not given proper education in their childhood. He has suggested measures to promote their education. Ramalakshmi, M.(1982) in her study titled “An economic study of the working and living conditions of the women labour in the match units in Virudhunagar” had tried to bring out the importance of the working and living conditions of the women labourers in the units where men and children were also working. She found that the match industry is highly labour-intensive and women are given only piece rate wages. The findings also states that the work is only a secondary or supplementary one but primary for the women. Mostly men are not willing to take up such jobs. According to this
study, women are working due to poor economic conditions and a considerable portion of the income is spent on bare necessities.

A study by Robert Even (1964) entitled “Some determinants of job satisfaction – A study of the generality of Herzbergs Theory”, criticised the Herzberg theory that holds “Work situation valuables (“Satisfiers”) produced positive, but not negative, job attitudes, while other valuables (“Dissatisfiers”) produced negative, but not positive, job attitudes”. Several deficiencies in the methodology of the Herzberg study are discussed and it is concluded that generalizing the Herzberg results beyond the situation in which they were obtained is not warranted.

V.S. Shanthamani’s (1998) study, "The Perceived Level of Workers 'Job Satisfaction in a Factory", analyses 100 respondents of a factory and nine attitudinal dimensions, which cover every aspect of the working life of a factory worker. The nine dimensions, which are grouped into four clusters, indicate that in cluster one (the work itself and the working conditions), a very high percentage of workers are satisfied. The other three clusters have low values of attitude index. On the whole, 76 per cent of the respondents are satisfied with the most of the aspects studied and only 24 per cent are dissatisfied. The author concludes that the workers are in general not highly not satisfied with their organizational environment and even a small positive effort on the part of the management can be expected to yield needed results.
Alan Witt and Nye (1992) in their study “Gender and the relationship between perceived fairness of pay or promotion and job satisfaction evaluated potential gender differences among 12979 personnel in different organizational systems in correlations between (a) fairness and job satisfaction scores and (b) standardized group differences in the perceived amount of pay and promotion fairness and expressed level of facts and global job satisfaction. They found that the fairness satisfaction relationship was not higher for men and there were no practical differences in fairness perception and job satisfaction between men and women.

Arya (1988) in his study ‘Workers Aspirations and Satisfaction from the Job, Labour management Relations in Public Sector’ analysed the satisfaction from various elements of job by interviewing workers in two public sector plants and concluded that workers in the public sector plants were status-conscious as they ranked first quicker promotion, higher wages, fair treatment by the management and higher bonus were given the second, the third and the fourth places respectively. The study also showed that workers in both the plants had similar tendencies to rank factors determining their desire to work harder.

C.B. Asha (1994) in her study entitled, “Job satisfaction among women in relation to their family environment”, investigated the effect of family social –
psychological characteristics on job satisfaction of women and found that it was related to their perception of family environment. “Employee need structure and their satisfaction” by Ashok Kumar Pandey and Prakash (1996) studied the relationship between need structures of supervisor and workers employed in the Railway workshop and their satisfaction levels. They investigated the role of different motives in employees’ satisfaction and found affiliation and power had a positive correlation with the total satisfaction score.

Khaleque and Afreen Jahan (1989) in “Job satisfaction, Mental Health and life Descriptions of working women” found a relationship between job satisfaction and mental health. They concluded that there was significant positive correlation between job satisfaction and mental health. Akhilesh and Mary Mathew (1991) in their study “Study of Bank jobs in Relation of work motivation, job and work involvement” made an in-depth analysis of employees’ perception about the job and the relationship of job characteristics to the desired work behavior by selecting a sample of 114 non-nationalised bank employees consisting of both officers and clerks. They found that, among the officers, work motivation could be improved through increasing job authority and accountability. At the clerical level, rewards and sanctions were significantly associated with job involvement.
Paul F. Wernimont (1996)\textsuperscript{xii} in his study entitled “Intrinsic and extrinsic factors in job satisfactions” has focused on the intrinsic and extrinsic factors that could be the source of both satisfaction and dissatisfaction, and included that intrinsic factors were stronger in both the cases. Satisfaction variables were not unidirectional in their effects, and expectations had a strong influence on the extent of satisfaction with job factors. A study entitled “Job satisfaction and organizational evaluation in a Government bureaucracy”, Omer Bin Sayeed (1998)\textsuperscript{xlii} studied the relationship between job facets and evaluation in the organization as a whole and found that satisfaction with promotion contributed to the extent of 60 per cent.

A study entitled “The relationship between age and job satisfaction - A study among female bank employees in Kuwait” by Mettal Meshal (1997)\textsuperscript{xlii} explored the relationship between age and job satisfaction among Kuwaiti women employees in the Kuwait private banking sector. He analysed the responses of the female employees to their own jobs as indicated by their job satisfaction. He found also that a much broader approach to increasing satisfaction than focusing on the job itself was required.

Waters and Carrie Wherry Waters (1969)\textsuperscript{xliii} in their study “Correlates of job satisfaction and job dissatisfaction among female clerical workers”, Correlated the overall satisfaction / dissatisfaction with measures of satisfaction / dissatisfaction with
several aspects of the work situation for 160 female clerical workers. The result of this study offered no support for the two-factor theory of job satisfaction but was consistent with the traditional framework in which any variable could be both a “Satisfier” and a “Dissatisfier”.

A.K. Srinivastava and A. Krishna\textsuperscript{xlv} in their study “Employees’ job involvement and mental health in public and private sector organizations – A comparative study” compared the level of job involvement and mental health of employees working in public and private sector manufacturing organizations. The major findings of this study are that employees engaged in public sector organisations are comparatively less involved in their jobs and maintained comparatively poor mental health. Job involvement is found to be positively correlated with mental health.

P. Sivaprasam and R.Suriyakala (2003)\textsuperscript{xlv} in their study, “Women employees status and satisfaction” evaluated the social status position in the employment hierarchy, perception of women employees on personal policies and practices of cooperation, job satisfaction and legal aids of women employees.

Singh and Patiraj Kumar (1998)\textsuperscript{xlvi} in their study, “A study on Individual Need, Strength, Motivation and Job Involvement in Relation to Job Satisfaction, Productivity
“and Absenteeism” found that employees with high desire for higher order needs satisfaction tended to work harder and were more satisfied.

Vandana Misra (1994) in her study “Job satisfaction in peaceful and disturbed Textile Industries” found employees in disturbed organizations were relatively more dissatisfied than employees in a comparatively peaceful organization. Employees in disturbed organizations were dissatisfied due to insecurity of job, lack of opportunity for participation in decision-making and want of pension and other benefits. As job satisfaction is a relevant valuable factor in maintaining industrial peace, the employees in disturbed organizations should be made to feel secure in their jobs and should have opportunities to participate in decision-making. The results further implied that employees were dissatisfied when they compared themselves with persons higher in organizational hierarchy and were satisfied when they compared their overall job performance with that of persons lower in the organizational hierarchy.

Steel and Brant (1991) in their study entitled “Job satisfaction” found that employees in the public sector were found to have higher levels of job satisfaction when compared with their private sector counterparts. The public sector employees had a higher levels of education, higher work aspirations, and long terms of employment than a comparable sample of private sector employees.
Suzanne, Owen and Dan (1987)\textsuperscript{xlix} in their study, “The women CPA – A question of job satisfaction” evaluated the level of job satisfaction of female Certified Public Accountants (CPA) and conclude that female accountants in all regions of the US appeared highly satisfied with the nature of work, supervision and co-workers.

Savery Lanson (1987)\textsuperscript{l} in his study “Effect of motivators on job satisfaction”, identifies intrinsic and extrinsic motivators and shows how those factors influence individual job satisfaction and occupational stress levels. He concludes that the need to improve on individuals’ job satisfaction can be attained in part by making the immediate supervisor responsible for providing all the company’s available motivators.

S. Mariappan (1990)\textsuperscript{li} in his study “Job satisfaction of the women workers” has explained the living conditions, working conditions, welfare measures and industrial relations of the women workers in factories and stated that they are not good”.

A study by Frank Friedlander (1963)\textsuperscript{lii} entitled “Underlying sources of job satisfaction”, examined three underlying groups of job elements important to job satisfaction, namely, social and technical environment, intrinsic work aspects and recognition through advancement. He identified three underlying dimensions within the sphere of satisfaction, and then ascertained the point of each of these three
dimensions. Those employees at the extremes of each dimension viewed contrasting job
elements as differing in importance as sources of satisfaction.

Oliver (1989) in “Job Satisfaction - How to Motivate Today’s workers” suggests strategies to managers for developing job satisfaction of employees such as treating employees as the most important assets, providing solid lines of internal communications, improving working conditions and involving the best workers in decision-making.

The study by T.R. Rajeshwari (1992) “Employee stress – a study with reference to bank employees’, identified the stress situation of bank employees and their perceived reaction to such situations. She has identified structural rigidity, poor physical working conditions and extra organizational factors as inducing stress in employees.

Mcafee, R. Bruce and Glassman, Myron (1998) in their study, “Job satisfaction – Its the Little Things that count”, and determine the factors influencing job satisfaction. An alignment of employee wants, expectations and needs with what is actually received from the job could enhance job satisfaction. They suggested that the managers should use techniques to enhance employee satisfaction according to the job satisfaction stage that the employee was in at the time.
“A study of the relationship between job characteristics and need satisfaction among junior managers” by Mohan Kumar (1988) revealed that employees with high income and long service were found to be more satisfied than managers with less income and fewer years of service. The author found that there exists a relationship between job characteristics and need satisfaction. Junior managers preferred working independently on their jobs and hence training programmes and job design must concentrate on promoting work interdependence.

Smith and Walter T.Plant (1982) in their study, entitled “Sex differences in the job satisfaction of University Professors” studied the job satisfaction of 51 male-female matched pairs of University Professors with the job description index and found that three ‘t’ tests were non-significant and two were significant at the 0.05 level.

O.P. Verma and Rumna Roy (1998) in their study “Work motivation and job satisfaction as the determinants of organizational commitment” explored the possible effects of work motivation and job satisfaction on their employees so as to make them committed to their organizations they were serving in.

Rice, Mcfarlin and Bennet (1989) in their study “Standards of Comparison and Job Satisfaction” hypothesized that satisfaction with specific job factors was
uniquely related to discrepancies between current job experiences, and the standard of comparison played a key role in determining satisfaction.

A study undertaken by Satya Choudhry (1989)\textsuperscript{lx}, “Occupational Level and Job Satisfaction”, compares the extent of job satisfaction among the employees of public and private sector organizations. The findings reveal that there is no significant difference in the mean job satisfaction scores of public and private sector employees and there is no relationship between job satisfaction and occupational level within both the sectors.

A study conducted by Sekaran and Uma (1989)\textsuperscript{lxi}, “Paths of Job Satisfaction of Bank Employees”, suggests that personal, job and organizational climate factors influence the job involvement of people in their jobs. This, in turn, influences the intrapsychic reward of sense of competence that they experience, which then directly influences the job satisfaction of the employees. Managers can help employees by increasing challenges in their job, offering risk support and praising them.

Maria Pilar de Luis Carnicer (2004)\textsuperscript{lxii} in their study, “Work – Family Conflict in a Southern European country: The influence of job-related and non-related factors” indicates that both groups of factors are antecedents of work-family conflict.
Margaret Posig and Jill Kickul (2004) in their study, “Work-Role expectations and Work-Family conflict: Gender differences in emotional exhaustion”, found that for male, work-family conflict mediated the relationship between work-role expectations and emotional exhaustion. For females, family-work conflict was found to be a key contributor to work-family conflict and emotional exhaustion.

Hassan I Ballout (2008) in “Work-Family Conflict and Career Success: The effects of domain-specific determinants”, suggests that individual specific variables will be more likely to predict family, family-to-work conflict and perceived career success, while work-specific variables will be more likely to predict work-to-family conflict and perceived career success. It also suggests that such domain-specific variables influence both work-family conflict and career success.

Even though various types of studies were made on job satisfaction, no attempt has so far been made to study the level of job satisfaction of women employees of the Madurai Division of the Southern Railway. Hence the present study.

1.4 OBJECTIVES OF THE STUDY

The following are the objectives of the study:

1. To ascertain the level of job satisfaction among women employees of the Southern Railway Madurai Division.
2. To examine the demographic factors that affect job satisfaction.

3. To identify the important non-family factors that affect job satisfaction.

4. To examine the importance of family factors that affect job satisfaction.

5. To present the summary of findings of the study and offer suggestions.

1.5 SCOPE OF THE STUDY

The study aims to measure the level of job satisfaction of the women employees of the Southern Railway Madurai Division. For official purpose, the nation’s Railway area has been divided into fifteen zones and subsequently zones are divided into divisions.

Southern Railway is one among the zones with Chennai as its headquarters. Southern Railway is diagrammatically segmented into six divisions:

- Chennai Division
- Madurai Division
- Tiruchirapalli Division
- Palakad Division
- Trivandrum Division
- Salem Division
Of these the Madurai Division is geographically the largest covering 45 per cent land area of Tamil Nadu and 18 per cent land area of Kerala state. It serves 11 districts of Tamil Nadu and 2 districts of Kerala with a total Railway line of 1450.91 kilo meters. The Madurai Division spans from Manaparai in the north and Tirunelveli-Tuticorin in the south, Pollachi / Bodinayakanur in the west and Rameshwaram in the East.

The division has both technical and non-technical departments. The non-technical departments consists of General Branch, Accounts, Commercial, Personnel, Traffic, Safety, Medical sections, The technical departments are Engineering, Signal & Telecommunication, Mechanical and Electrical. In all these departments, both men and women are working in four categories of Groups forming Group A, Group B, Group C and Group D.

Group A - Officers

Group B - Supervisors

Group C - All managerial and technical staff

Group D - All helpers (Kalasis)
Group IV employees are outside the purview of this study. This study is undertaken from the point of view of the women employees (Group A, B and C) of the Southern Railway – Madurai Division.

1.6 OPERATIONAL DEFINITIONS

The following are the various concepts used in the study.

1.6.1 Women employee

Any woman employee, employed for salary through UPSC / RRB / RRC or appointed on compassionate ground in the Southern Railway Madurai Division.

UPSC - Union Public Service Commission (appointment only to Class I)
RRB - Railway Recruitment Board
RRC - Railway Recruitment Cell (only to Group D)

1.6.2 Work Cadre

The present class of the employees working, is described in 1.5.

1.6.3 Present Designation
An employee of the Railways shall have achieved the present designation through direct appointment or through promotions weighted on department exams or through natural promotion. Promotion from lower cadre to higher cadre is possible.

1.6.4 Nature of work

Inside office- Those who are ministerial staff and are working in their offices and need not go out on their duty.

Open-line - Those who work on-board trains / on tracks /

on locomotives

Occasional Line- Those who work inside office and also

sometimes work on-board trains or on tracks

1.6.5 Mode of appointment

Through RRB - through the selection procedure

formulated and conducted by the Railway Recruitment Board.

Compassionate Ground - at the sudden demise of an employee, his/her
heir is given Class D employment

Sports and others - Appointment through Sports quota or Scout quota

1.6.6 Employee Unions

There are recognized and non-recognised unions to remedy the grievances of employees. Office bearers of the recognised unions are elected by the employees and can hold talks with the administration for the welfare of the employees.

1.6.7 Welfare Organisations

There are various welfare organizations run by different group of people of the Railways

Southern Railway Women’s Welfare Organisation – administered by women officers and wives of men officers doing charity and educational activities

The Railway Institute - Employee recreation and relaxation institute

The Loan Society - lending loan to employees.
1.7 METHODOLOGY

This study is an empirical research based on the survey method. Both Primary and Secondary data were used in this study. For collecting the primary data, a well structured questionnaire was developed in order to find the perception of women who work in Railways and their level of job satisfaction. The secondary data relevant to the study were gathered from various departments of the Southern Railway and from official records of the Madurai Division, circulars, annual reports, railway budgets, year-books and leading journals. Data from internet were also used for the study.

1.8 DATA COLLECTION

The key aspects of the present research were identified through the preliminary interviews with some selected respondents. Then, the questionnaire was circulated among some resource persons for a critical view with regard to wording, sequence, format and the like. These questionnaires were re-drafted in the light of the experts comments.

1.9 RESPONDENTS OF THE STUDY

The census method is used for collecting information from the respondents. There are 350 women employees in the Southern Railway Madurai Division. The following is the composition of the number of women employees in different classes of work cadre in Southern Railway, Madurai Division.
Group A is 6

Group B is NIL

Group C is 344

For this study, the whole population of 350 women employees are taken into account.

1.10 FIELD WORK

The field work was conducted by the researcher herself. As the researcher had to travel from one place to another, and as the questionnaire contained elaborate questions on various aspects, it took nearly five months for the researcher to complete the survey.

1.11 DATA PROCESSING

After completing the interview with the women employees of the Southern Railway- Madurai Division, the schedules were edited properly to make them fit for further processing. For the purpose of coding the information, a master table was prepared. In the process of coding, the data from the questionnaire were transcribed to a coding sheet. This was done to eliminate coding errors. The data thus transcribed were arranged in groups or classes on the basis of common characteristics. For further
analysis, the data were displayed in the form of statistical tables. All calculations were
done with the help of computer and calculator.

1.12 HYPOTHESES

The following hypotheses have been formulated for the purpose of the study.

1. There is no association between the type of family and the level of job
   satisfaction of the respondents.

2. There is no association between the salary and the level of job satisfaction
   of the respondents.

3. There is no association between the place of residence and the level of job
   satisfaction of the respondents.

4. There is no association between the mode of reaching the current
   designation and the level of job satisfaction of the respondents.

5. There is no association between the age and opinion regarding switching to
   other jobs.

6. There is no association between the marital status and opinion regarding
   switching to other jobs.

7. There is no association between type of family and opinion regarding
   switching to other jobs.

8. There is no association between social classification and opinion
   regarding switching to other jobs.
9. There is no significant difference between personal variables such as age, education martial status, religion, social classification, designation, nature of work, mode of appointment, service in years on the one hand and the level of job satisfaction of the respondents on the other hand.

1.13 FRAME WORK OF THE ANALYSIS

The study has been analysed with the help of the following statistical tools.

Likert’s five point rating scale was used with the following scale.

a) Strongly disagree, Disagree, Neither agree nor disagree, Agree, Highly agree

b) No opinion, Never, Sometimes, Usually, Always

A correlation analysis, Karl Pearson’s Coefficient of Correlation is executed to test the correlation between personal factors and level of job satisfaction.

The formulated hypotheses have been tested with the help of Chi-square Test and ANOVA in order to analyse the graphic factors affecting job satisfaction,

For the purpose of analyzing the job satisfaction of women employees of Southern Railway, Factor Analysis has been applied. This has been done to identify the
non-family and family factors which are significant, taking into account factor loading.

1.14 LIMITATIONS OF THE STUDY

The research work is confined to women employees of the Madurai Division.

Class D employees (termed as kalasi) are excluded from the study since their work is confined to physical nature of work and is monotonous.

This study is based on the opinion of the respondents, So the results may vary with employees in other divisions.

1.15 Scheme of the report

The thesis consists of the following chapters

The First Chapter, “Introduction and design of the study“, deals with the design of the study. It covers the introduction, statement of the problem, review of literature, objectives of the study, scope of the study, operational definitions,
methodology, data collection, sampling design, field work, data processing, hypotheses, framework of the analysis, limitations of the study and the scheme of the report.

The Second Chapter, “Job Satisfaction: A theoretical framework”, discusses the theoretical view of job satisfaction. It contains introduction, concept, importance, factors relating to job satisfaction and job dissatisfaction, measuring job satisfaction, theories and effects of job satisfaction.

The Third Chapter, “The Profile of the Southern Railway-Madurai Division”, gives a detailed note on the structure of the division and various amenities provided to the employees.

The Fourth Chapter, “Analysis and Interpretation”, discusses the opinion of the respondents in terms of hypotheses.

The Fifth Chapter, “Summary of findings, suggestions and conclusion”, presents the summary of the findings and offers suggestions in order to improve the level of job satisfaction of the respondents.