CHAPTER VI

SUMMARY, FINDINGS AND CONCLUSIONS

6.1 Summary of Chapters

This chapter presents an overview of the study, summary, findings and conclusions based up on the findings of the study. It also suggests possible recommendations for action and scope for future research. The chapter also includes the limitations of the study.

6.2 Overview of the Study

The main purpose of this study is to evaluate the performance appraisal and job satisfaction of the South Central Railway (SCR) employees. There have been no such studies undertaken in the past to evaluate the performance appraisal and job satisfaction of SCR employees. Hence, it became the challenging task for the researcher to take an appropriate methodology to evaluate it. Lot of efforts have been put in considering the parameters to evaluate the performance appraisal and job satisfaction. Since this study is from the employees’ perspective, focused group discussions have been conducted to know the major parameters which measure the performance appraisal and job satisfaction of the SCR employees. After several deliberations with the employees belonging to officer cadre and the clerical levels, a set of parameters are taken as the measures of performance appraisal in Railways.

These include following dimensions;
1. Performance Appraisal Assessment Practice;
2. Performance Appraisal System;
3. Supervisor’s Role;
4. Supervisor’s Leadership and
5. Organization role
The job satisfaction of the SCR employees was examined by a set of following parameters;
1. Railway Career;
2. Working Condition;
3. Organization Policies and

Thus, this study evaluates the perception of the employees towards the employees’ performance appraisal practice by SCR based on these five parameters and job satisfaction levels was based up on the four parameters. These were compared among the various demographic characteristics of employees with respect to these nine factors and tested the corresponding hypotheses by using appropriate statistical data analysis techniques.

Based up on the results and findings, this study suggests possible recommendations for positive changes for improving the job performance and job satisfaction levels of SCR employees.

### 6.3 The Design and Methodology of the Study

The present study is an empirical one, based on both primary and secondary data. The study was conducted in two stages.

In the first stage, all available secondary data related to the research area were collected from the published sources like articles published in refereed and non-refereed journals, web source, published and unpublished theses.

In the second stage, pilot study was conducted. Primary data were collected by a field survey. A structured questionnaire was used for this purpose. A total of 150 employees were contacted but only 120 employees have responded and filled the questionnaires. This yields 80% of response rate. Finally, 120 samples were included for the analysis of pilot study. Questionnaire has been finalised after making necessary corrections. The
population of the study consists of all the employees working in South Central Railway zone.

Keeping the pilot study response rate in mind, a total of 750 questionnaires were distributed to the employees belonging to Six divisions viz., Secunderabad Division, Hyderabad Division, Vijayawada Division, Guntur Division, Guntakal Division and Nanded Division of them only 662 of them have filled the questionnaires. It shows only 88% of response rate. From these, 26 questionnaires were excluded because of incomplete responses. Hence, Finally 636 samples were included for the analysis, which comprises 106 samples from each railway division.

The data were analysed with the help of data analysis tools- Microsoft Excel and SPSS. Keeping objectives of the study in view, appropriate mathematical and statistical tools have been used, such as descriptive statistics, Independent sample t-test and analysis of variance (ANOVA).

In the preceding chapters attempts have been made to analyse the employees’ opinion towards the performance appraisal practice of SCR and employees Job satisfaction levels. This chapter is devoted to summarise the findings of those chapters, draw conclusions and make recommendations on the basis of the finding of the study.

6.4 SUMMARY AND FINDINGS

CHAPTER II

OVERVIEW ON SOUTH CENTRAL RAILWAY

- SCR is commenced on 2 October 1966, occasion of our great leader Mahatma Gandhi Jayanthi (Birth Day Ceremony). It is now (2015) celebrating golden jubilee. This is IX the zone of the Indian Railways organization. SCR has grown in to a modern system of mass transportation fulfilling the aspirations of the passengers and engraved a niche for itself in Indian Railways system.

- Over the years, SCR has attained sufficient transportation output with adequate infrastructure development and technological upgrading to serve the zone in its
jurisdiction. Railway station got Swacha Bharat award for its cleanliness. Everyday 354 passenger trains, 121 MMTS suburban trains. SCR spreads on 5,990 Kms, length of occurring 704 stations and presently SCR has 736 trains and it provides services for daily 11 lakhs passengers. It divided specialization faced on preventing misfortunes such as 261 mail services.

- In the year 2014 the information of MMTS application were released and also paneled way for the AC double deccar trains. There are 704 railway stations under SCR. It is estimated that the daily passengers were about 11 lakhs and the trains serve 736 in number. Hyderabad division has won a national award for saving its electricity. Recently Telangana State and Andhra Pradesh were completed the holidays of Godavri Pushkarallu-2015 for providing services the SCR commenced the bravery of its service on using 881 train to face lakhs of pilgrims without facing any troubles for travelling.

CHAPTER III

PERFORMANCE APPRAISAL OF EMPLOYEES IN SCR

Summary and finding of the Demographical Characteristics of Respondents

Demographical Characteristics of respondents are summarised and presented below. Among the total sample of 636 respondents;

- 73% were male employees and 27% were female employees.
- 40% were below the age of 36 years, 42% were in age group between 37 to 50 years and remaining 18% were above the 51 years of age. Thus, majority of the sample respondents were below 50 years of age.
- 11% of the total respondents were Group-A officers, 10% of the respondents were Group-B officers, 65% were Group-C employees and remaining 14% were Group-D employees. Thus, this study has majority of Group-C and Group-B employees.
equal proportion of the respondents i.e. 106 were drawn from each of six railway divisions viz. Secunderabad Division, Hyderabad Division, Vijayawada Division, Guntur Division, Guntakal Division and Nanded Division

51% of the total respondents have work experience between 2 to 8 years, 42% of the total respondents have work experience of more than 8 years and the remaining 7% of the total respondents have below 2 years of service.

48.3% of the respondent were in the middle income group, 31% were in the upper middle income group, 11% were in the high income group and the remaining 9.6% of the total respondents were in the lower income group.

**Employees’ responses towards the performance appraisal practice in SCR**

Employees’ responses towards the performance appraisal practice were summarized under each parameter.

**Performance Appraisal Assessment Practice**

- The from the data analysis shows that, majority of the employees in South Central Railways are of opinion that confidential report presents a fair and accurate picture of their actual job performance in SCR.

- With regard to supervisor discussion, majority of the employees in South Central Railways are of opinion that their supervisor discusses with them the specific reason for the performance report which they receive in SCR.

- When it comes to training and development, majority of the employees in South Central Railways are of opinion that the performance appraisal process establishes a clear plan for their training and development in SCR.

- With regard to job performance majority of the employees in South Central Railways are of the opinion that the performance appraisal process enhances their job performance SCR.
A hypotheses \( H_{01} \) was framed to know whether all the employees have positive opinion towards the performance appraisal assessment by SCR or not. One sample t-test was applied to test. It was concluded that all the employees have positive opinion towards the performance appraisal assessment by SCR.

\( H_{01} \) null hypothesis is accepted and that there was no significant difference between male and female employees working in South Central Railway towards the performance appraisal assessment practice.

\( H_{01b} \) null hypothesis is rejected and that there is a significant difference among the employees belonging to various divisions with regards to their perception towards the performance appraisal assessment practice. An attempt was made to know employees of which division employees have difference in their perceptions, post-hoc test was applied and found that there was a significant difference between among the employees of Secunderabad Division and the employees of Vijayawada, Guntur and Nanded divisions.

\( H_{01c} \) null hypothesis is rejected and that there is a significant difference among the various groups of employees with regards to their perceptions towards their performance appraisal assessment practice by SCR. An attempt was made to know which group of employees have differences in their perceptions, post-hoc test was applied and found that there were significant differences among the all group of employees except Group-A and Group-B employees.

\( H_{01d} \) null hypothesis is rejected and that there is a significant difference among the employees with various years of service with regards to their perception towards their performance appraisal assessment practice. Further to know which group of employees have differences in their perceptions, post-hoc test was applied and found that there were significant differences among the employees with all the levels of work experience towards the performance appraisal assessment by SCR.
- H_{01d} null hypothesis is rejected and concluded that there is a significant difference among the employees with various years of service with regards to their perception towards their performance appraisal assessment practice. Further attempt was made to know the employees with which income levels have differences in their perceptions; post-hoc test was applied and found that there were significant differences among the employees with all the income levels towards the performance appraisal assessment by SCR.

Thus, by and large the employees have positive perception towards the performance appraisal assessment of SCR, but there are variations in the perceptions based on demographic factors.

**Performance Appraisal System**

- With regard to chances for promotion majority of the employees in South Central Railways are of opinion that good performance enhances their chances for promotion in SCR.

- With regard to Promotions majority of the employees in South Central Railways are of opinion that Promotions are based on seniority and transparency in SCR.

- With regard to online confidential report majority of the employees in South Central Railways are of opinion that online confidential report is secure and safe.

- The hypothesis H_{02} was framed to know whether all the employees have positive opinion towards the performance appraisal impact on their job performance or not. One sample t-test was applied. Since a significant t-value with \( \mu > 3 \) was found, the H_{02} was rejected and concluded that, all the employees have positive opinion towards the performance appraisal system on their job performance.

- H_{02a} was accepted and concluded that there is no significant difference between the perceptions of male and female employees towards the performance appraisal system on their job performance in SCR.
➢ $H_{02b}$ was rejected and concluded that there is a significant difference among the perceptions of employees working in various railway divisions of SCR towards the performance appraisal system on their job performance. An attempt was made to know which division employees have differences in their perceptions, post-hoc test was applied and found that there was a significant difference between only Hyderabad and Guntakal divisions.

➢ $H_{02c}$ was rejected and concluded that there is a significant difference among the perceptions of employees of various groups towards the performance appraisal system on their job performance in SCR. An attempt was made to know which group of employees have differences in their perceptions by conducting, post-hoc test it was found that there were significant differences among the Group-A and Group-B, Group-C and Group-D employees.

➢ $H_{02d}$ was rejected and concluded that there was a significant difference among the perceptions of employees. Further an attempt was made to know which group of employees have differences in their perceptions by conducting, post-hoc test it was found that there were significant differences among the employees with more than 8 years of work experience and employees with 2-3 years of work experience in their performance appraisal system on their job performance in SCR.

➢ $H_{02e}$ was rejected and concluded that there was a significant difference among the perceptions of employees with various income levels. Further attempt was made to know employees of which income levels of have differences in their perceptions by conducting post-hoc test and it was found that there were significant differences among the employees with various income level except middle income level and upper middle income level about the performance appraisal system by SCR.

Thus, by and large employees have positive perception towards the performance appraisal system on their job perception in SCR, but they differ significantly demographic factors with respond to their perceptions on the performance appraisal system, their job performance.
Supervisor’s Role

- With regard to supervisor’s role majority of the employees in SCR are of the opinion that their supervisor’s and higher authorities are knowledgeable about their work in SCR.

- With regard to fair performance report majority of the employees in South Central Railways are of opinion that their supervisor and higher authorities give fair performance report in SCR.

- With regard to the problem arising in their work, majority of the employees in SCR are of opinion that their supervisor consults them if any problem arise in their work in SCR.

- With regard to important decisions, majority of the employees in SCR are of opinion that their supervisor encourages subordinates to participate in important decisions making process in SCR, when important decision are taken.

- With regard to performance feedback majority of the employees in South Central Railways are of opinion that their supervisor provides specific performance feedback in SCR.

- The hypothesis $H_{03}$ was framed to know whether all the employees have positive opinion towards the supervisor’s role in their job performance in SCR. One sample t-test. Since a significant t-value with $\mu > 3$ was found, $H_{03}$ was accepted and concluded that, all the employees have positive opinion towards the supervisor’s role in their job performance in SCR.

- $H_{03a}$ was accepted and that there is no significant difference between the perceptions of male and female employees towards the supervisor’s role in their job performance in SCR.
➢ $H_{03b}$ was accepted and that there is no significant difference among the perceptions of employees working various railway divisions of SCR towards the supervisor’s role.

➢ $H_{03c}$ was rejected and that there is a significant difference among the perceptions of employees of various Groups regarding the supervisor’s role on their job performance in SCR. An attempt was made to know which group of employees have differences in their perceptions various groups of employees. post-hoc test was applied and found that there were significant differences in perception among the all group of employees.

➢ $H_{03d}$ was rejected and concluded that there was a significant difference among the perceptions of employees with all the levels of work experience. Further to know which group of employees have differences in their perceptions, post-hoc test was applied and found that there were significant differences among the employees with the work experience of below 2 years and more than 8 years towards the supervisor’s role in their job performance in SCR.

➢ $H_{03e}$ was rejected and concluded that there was a significant difference among the perceptions of employees with various income levels. Further attempt was made to know which income levels of the employees with which level of income have differences in their perceptions, post-hoc test was applied and found that there were significant differences among the employees with higher income levels and lower income levels towards the supervisor’s role in their job performance in SCR.

Thus, by and large the employees have positive perception towards the supervisor role in their job performance of SCR., but there are variations in the perceptions based on demographic factors.
Supervisor’s Leadership

- With regard to communication majority of the employees in South Central Railways agreed that, their supervisor/boss communicate well with subordinates in SCR.

- With regard to recognition majority of the employees in South Central Railways agreed that, their supervisor/boss recognizes subordinates for good work in SCR.

- With regard to leadership qualities majority of the employees in South Central Railways agreed that, their supervisor/boss has good leadership qualities

- The hypothesis $H_{04}$ was framed to know whether all the employees have positive opinion towards the supervisor leadership in SCR. One sample t-test was conducted. Since a significant t-value with $\mu > 3$ was found, the $H_{04}$ was accepted and that, all the employees have positive opinion towards the supervisor leadership in SCR.

- $H_{04a}$ was accepted and concluded that there is no significant difference between the perceptions of male and female employees towards the supervisor leadership in SCR.

- $H_{04b}$ was rejected and concluded that there is a significant difference among the perceptions of employees working in various railway divisions of SCR regarding the supervisor’s leadership in SCR. An attempt was made to know the division in which the employees have differences in their perceptions; post-hoc test was applied and found that there was a significant difference between the employees of Secunderabad Division and Nanded divisions and other divisions.

- $H_{04c}$ was rejected and concluded that there is a significant difference among the perceptions of employees of various groups towards the supervisor’s leadership in
SCR. An attempt was made to know which group of employees have differences in their perceptions by conducting post-hoc test it was found that there were significant differences among the all group of employees except Group-B and Group-C employees.

- H_{04d} was rejected and concluded that there was a significant difference among the perceptions of employees with all the levels of work experience. Further on attempt was made to know which group of employees have differences in their perceptions by conducting, post-hoc test it was found that there were significant differences among the employees with below 2 years of work experience and 2-8 years of work experience.

- H_{04e} was rejected and concluded that there was a significant difference among the perceptions of employees. Further attempt was made to know which income levels of employees have differences in their perceptions, post-hoc test was applied and found that there were significant differences among the employees with lower income levels and middle income levels.

Thus, by and large employees have positive perception towards the supervisor’s leadership of SCR, but there are variations in the perceptions based on demographic factors.

**Organization Role**

- With regard to job duties majority of the employees in South Central Railways agreed that, their job duties are clearly defined by the SCR.

- With regard to work recognition majority of the employees in South Central Railways agreed that, their work is clearly recognized by the SCR.

- With regard to rewards majority of the employees in South Central Railways agreed that, they get rewards for better performance in the SCR.
With regard to job security majority of the employees in South Central Railways are of opinion that good performance enhances their job security in SCR.

With regard to grievance process on majority of the employees in South Central Railways are of opinion that grievance process adequately protects their rights in SCR.

The hypothesis H$_{05}$ was framed to know whether all the employees have positive opinion towards the organization role in their job performance in SCR. One sample t-test was applied. Since a significant t-value with $\mu > 3$ was found, the H$_{05}$ was accepted and that, all the employees have positive opinion towards the organization role in their job performance in SCR.

H$_{05a}$ was accepted and concluded that there is no significant difference between the perceptions of male and female employees towards the organization role in their job performance in SCR.

H$_{05b}$ was accepted and concluded that there is a significant difference among the perceptions of employees of in various Groups regarding the organization role in their job performance in SCR. An attempt was made to know the group of in which the employees have differences in their perceptions, post-hoc test was applied and found that there were significant differences among the Group-C and Group-D employees.

H$_{05c}$ was rejected and concluded that there is no significant difference among the perceptions of employees working in various railway divisions of SCR towards the organization role in their job performance in SCR.

H$_{05d}$ was rejected and that there was a significant difference among the perceptions of employees. Further an attempt was made to know which group of employees have differences in their perceptions, by conducting post-hoc test it was found that there were significant differences among the employees with
below 2 years of work experience and more than 8 years of work experience towards organization role in their job performance in SCR.

- $H_{05e}$ was rejected and that there was a significant difference among the perceptions. Further an attempt was made to know employees of which income levelshave differences in their perceptions, by conducting post-hoc test it was found that there were significant differences in perceptions among the employees with high income level and low income level on the organization role in their job performance in SCR.

Thus, by and large employees have positive perception towards the organization role in their job performance in SCR, but there are variations in the perceptions based on demographic factors.

**CHAPTER IV**

**JOB SATISFACTION OF EMPLOYEES IN SCR**

Employees’ responses towards the Job Satisfaction levels in SCR

Employees’ levels of satisfaction towards their job were examined based on the four measures- satisfaction towards railway career, work conditions, organizational policies and financial benefits.

**Satisfaction levels towards the Railway Career**

- With regard to career majority of the employees in South Central Railways are satisfied with their career prospects.

- With regard to present job majority of the employees in South Central Railways are satisfied with their present job.

- With regard to training programmes majority of the employees in South Central Railways are satisfied with the training programmes conducted in railway

- With regard to skills and abilities majority of the employees in South Central Railways are satisfied with the utilization of their skills and abilities in job.
The hypothesis $H_{06}$ was framed to know whether all the employees have positive satisfaction levels towards their railway career in SCR. One sample t-test was applied, since a significant t-value with $\mu > 3$ was found, the $H_{06}$ was accepted and concluded that, all the employees have positive satisfaction levels towards their railway career in SCR.

$H_{06a}$ was accepted and concluded that there is no significant difference between the satisfaction levels of male and female employees towards their railway career in SCR.

$H_{06b}$ was accepted and concluded that there is a significant difference among the satisfaction levels of employees of various Groups regarding their railway career of SCR. An attempt was made to know the group in which the employees have differences in their satisfaction levels, post-hoc test was applied and found that there were significant differences among the of employees of Group-C and Group-D.

$H_{06c}$ was rejected and concluded that there was no significant difference among the satisfaction levels of employees working various railway divisions of SCR towards their railway career in SCR.

$H_{06d}$ was rejected and concluded that there was a significant difference among the satisfaction levels of employees with all the levels of work experience. Further an attempt was made to know which group of employees have differences in their satisfaction levels, by conducting post-hoc test it was found that there were significant differences among the employees with below 2 years of work experience and more than 8 years of work experience towards their railway career in SCR.

$H_{06e}$ was rejected and that there was a significant difference among the satisfaction levels of employees with all the income level. Further an attempt was made to know employees of which income level have differences in their
satisfaction level; post-hoc test was applied and found that there were significant
differences among the employees with lower income level and higher income
levels towards their railway career in SCR.

Thus, by and large employees have positive satisfaction levels towards their railway
career of SCR, but there are variations in the satisfaction based on demographic factors.

**Satisfaction levels towards the working conditions**

- With regard to working hour’s majority of the employees in South Central
  Railways are satisfied with the flexibility of working hours in SCR.

- With regard to working conditions majority of the employees in South Central
  Railways are satisfied with the working conditions.

- With regard to supervisor support majority of the employees in South Central
  Railways are satisfied with the supervisor support.

- With regard to relationship with colleagues’ majority of the employees in South
  Central Railways are satisfied with the relationship with colleagues.

- With regard to group workers cooperation majority of the employees in South
  Central Railways are satisfied with the relationship with satisfied with the group
  workers cooperation.

- The hypothesis $H_{07}$ was framed to know whether all the employees have positive
  satisfaction levels towards the working conditions at SCR. One sample t-test was
  applied, and a significant t-value with $\mu > 3$ was found. $H_{07}$ was accepted and
  concluded that, all the employees have positive satisfaction levels towards the
  working conditions in SCR.
- $H_{07a}$ was accepted and that there has no significant difference between the
  satisfaction levels of male and female employees towards the working conditions
  at SCR.
H$_{07b}$ was rejected and that there was a significant difference among the satisfaction levels of employees working various railway divisions of SCR towards the working conditions at SCR. Further an attempt was made to know which divisions of employees have differences in their satisfaction levels, post-hoc test was applied and found that there is a significant difference among the employees belong to Secunderabad division and Guntakal division; Vijayawada division and Guntakal division, Guntakal division and Nanded division with regards to their satisfaction levels towards the working conditions at SCR.

H$_{07c}$ was rejected and that there is a significant difference among the satisfaction levels of employees of various Groups regarding the working conditions at SCR. An attempt was made to know the group in which the employees have differences in their satisfaction level, post-hoc test was applied and found that there is a significant difference among the all groups of employees except between the Group-A and Group-B employees and between the Group-C and Group-D employees.

H$_{07d}$ was rejected and that there was a significant difference among the satisfaction levels of employees with all the levels of work experience. Further an attempt was made to know which group of employees have differences in their satisfaction levels, by conducting post-hoc test it was found there is a significant difference between only the employees belong to years of service between 2-8 years and employees belong to years of service more than 8 years with regards to their satisfaction levels towards the working condition at SCR.

H$_{07e}$ was rejected and that there was a significant difference among the satisfaction levels of employees with various income level. Further an attempt was made to know employees of which income levels have differences in their satisfaction levels, by conducting post-hoc test and it was found that there is a significant difference among various income groups except middle and upper
middle income groups with regards to their satisfaction levels towards the working condition at SCR.

Thus, by and large employees have positive satisfaction levels towards the working conditions at SCR, but there are variation in the satisfaction levels based on demographic factors.

**Satisfaction levels towards the Organizational Policies**

- With regard to health care benefits majority of the employees in South Central Railways are satisfied with the health care benefits in SCR

- With regard to leaves majority of the employees in South Central Railways are satisfied with the leaves in SCR

- With regard to promotion majority of the employees in South Central Railways are satisfied with the promotional opportunities in SCR.

- With regard to promotional policies majority of the employees in South Central Railways are satisfied with the promotional policies in SCR.

- With regard to transfer policies majority of the employees in South Central Railways are satisfied with the transfer policies in SCR.

- The hypothesis $H_{08}$ was framed to know whether all the employees have positive satisfaction levels towards the organizational policies of SCR. One sample t-test was applied. Since a significant t-value with $\mu > 3$ was found, the $H_{08}$ was accepted and concluded that, all the employees have positive satisfaction levels towards the organizational policies of SCR.

- $H_{08a}$ was accepted and that there is a significant difference between the satisfaction levels of male and female employees towards the organizational policies of SCR.
H_{08b} was accepted and that there was no significant difference among the satisfaction levels of employees working various railway divisions of SCR towards the organizational policies of SCR.

H_{08c} was rejected and that there is a significant difference among the satisfaction levels of employees of various groups regarding the working conditions at SCR. An attempt was made to know the group of employees have differences in their satisfaction levels, by conducting post-hoc test it was found that there is a significant difference among the all groups of employees except between the Group-A and Group-B employees with regards to their satisfaction levels towards the organization policies of SCR.

H_{08d} was rejected and that there was a significant difference among the satisfaction levels of employees with all the levels of work experience. Further an attempt was made to know which group of employees have differences in their satisfaction levels, by conducting post-hoc test it was found that there is a significant difference among the employees except between years of service 2-8 years and employees belong to more than 8 years of service with regards to their satisfaction levels towards the organization policies of SCR.

H_{08e} was rejected and that there was a significant difference among the satisfaction levels of employees with various income level. Further attempt was made to know employees of which income level of have differences in their satisfaction levels, by conducting post-hoc test and it was found that there is a significant difference among the various income level of employees with respect to their satisfaction levels towards the organization policies of SCR.

Thus, by and large employees have positive satisfaction levels towards the organizational policies of SCR, but there are variations in the satisfaction levels based on demographic factors.
Satisfaction levels towards the Financial Benefits

- With regard to compensation majority of the employees in South Central Railways are satisfied with their compensation.

- With regard to child care majority of the employees in South Central Railways are satisfied with the child care benefit provided in SCR.

- With regard to House Rental Allowance majority of the employees in South Central Railways are satisfied with House Rental Allowance (HRA) given in SCR.

- Among the total respondents, 78% of the respondents mentioned that they are satisfied with their salary in SCR. Moreover, among which 17% of the respondents are highly satisfied. On the other hand, 10% of the total respondents are dissatisfied with their salary, among which 6% are highly dissatisfied. Only 12% of the total respondents mentioned that they are neither satisfied nor dissatisfied with their salary in SCR.

- A 65% of the total respondents mentioned that they are satisfied with the retirement benefits in SCR. Moreover, among which 12% of the respondents are highly satisfied. On the other hand, 21% of the total respondents are dissatisfied with the retirement benefits in SCR, among which .6% are highly dissatisfied. Only 12% of the total respondents mentioned that they are neither satisfied nor dissatisfied with the retirement benefits in SCR.

- With regard to travelling allowance majority of the employees in South Central Railways are satisfied with the travelling allowance in SCR.

- The hypothesis $H_{09}$ was framed to know whether all the employees have positive satisfaction levels towards the financial benefits at SCR. One sample t-test was applied, a significant t-value with $\mu > 3$ was found, the $H_{09}$ was accepted and
concluded that, all the employees have positive satisfaction levels towards the financial benefits at SCR.

- $H_{09a}$ was accepted and that there is no significant difference between the satisfaction levels of male and female employees towards the financial benefits of SCR.

- $H_{09b}$ was accepted and that there was no significant difference among the satisfaction levels of employees working in various railway divisions of SCR towards financial benefits.

- $H_{09c}$ was rejected and that there is a significant difference among the satisfaction levels of employees of various groups towards the financial benefits at SCR. An attempt was made to know which group of employees have differences in their satisfaction levels, by conducting post-hoc test it was found that there is a significant difference among the all groups of employees except between the Group-A and Group-B employees and between the Group-B and Group-C employees with regards to their satisfaction levels towards the financial benefits at SCR.

- $H_{09d}$ was rejected and that there was a significant difference among the satisfaction levels of employees with all the levels of financial benefits. Further an attempt was made to know which group of employees have differences in their satisfaction levels, by conducting post-hoc test it was found that there is a significant difference among the all employees belong to three groups with regards to their levels of satisfaction towards the financial benefits in SCR.

- $H_{09e}$ was rejected and that there was a significant difference among the satisfaction levels of employees with various income levels. Further an attempt was made to know employees of which income levels have differences in their satisfaction levels, by conducting post-hoc test it was found that there is a significant difference among the all income groups except the middle income group employees and upper middle income group the upper middle income group employees and higher income group employees which is negligible with regards to their satisfaction levels towards the financial benefits.
Thus, by and large the employees have positive satisfaction levels towards financial benefits of SCR, but there are variations in the satisfaction levels based on demographic factors.

CHAPTER V

PERFORMANCE APPRAISAL AND JOB SATISFACTION OF EMPLOYEES

Employees’ perception towards the overall performance appraisal

Overall Performance Appraisal

- $H_{010}$ framed to know whether all the employees have positive opinion the overall performance appraisal on their job performance. One sample t-test was applied, and a significant t- value > 3 was found. $H_{010}$ was rejected, the employees perceive positively about the overall performance appraisal in SCR.

- $H_{010a}$ null hypothesis is accepted and concluded that there is no significant difference between male and female employees working in South Central Railway regarding their perception on the overall performance appraisal.

- $H_{010b}$ null hypothesis is rejected and concluded that there is a significant difference among the employees with various division with regards to their perception towards their overall performance appraisal. Games-Howell post-hoc test is there is a significant difference among the employees different perception towards overall performance appraisal in SCR.

- $H_{010c}$ null hypothesis is rejected and concluded that there is a significant difference among various groups of employees regarding the variances regarding their perception towards overall performance appraisal. Turkey HSD post-hoc test is no significant difference between the Group-A and Group-B employees (Mean Difference = .14365), but employees belonging to rest of the Groups differ significantly with regards to their perception towards overall performance appraisal.

- $H_{010d}$ null hypothesis is rejected and concluded that there is a significant difference among the employees with overall performance appraisal with regards to their perception towards their overall performance appraisal in SCR. Games-
Howell post-hoc test is a significant difference among the employees different perception towards overall performance appraisal in SCR

- $H_{010e}$ alternate hypothesis accepted and can be concluded that there is a significant difference among the various groups of employees with regards to their satisfaction levels towards the overall performance appraisal of SCR. Games-Howell post-hoc test is a significant difference among the employees different perception towards overall performance appraisal in SCR.

**Overall Job Satisfaction**

- $H_{011}$ framed to know whether all the employees are satisfied with their overall job satisfaction on their job performance. One sample t-test was applied, and a significant t-value > 3 was found. $H_{010}$ was rejected; the employees are satisfied with their overall job satisfaction in South Central Railway.

- $H_{011a}$ null hypothesis is accepted and concluded that there is no significant difference between male and female employees in South Central Railways towards their overall job satisfaction.

- $H_{011b}$ null hypothesis rejected and concluded that there is a significant difference exists among the various division employees with regards to their satisfaction levels towards their overall job satisfaction. Games-Howell Post-Hoc test, there is a significant difference among the employees’ different divisions with regards to their satisfaction levels towards working condition at work place in SCR.

- $H_{011c}$ null hypothesis is rejected and concluded that there is a significant difference among the various groups of employees with regards to their perceptions towards their overall job satisfaction in SCR. Games-Howell’s Post-Hoc test, it is found that, there is no significant difference among the group A and group-B employees (Mean Difference = -0.07176), but group-C (Mean Difference = 0.46408) and group-D (Mean Difference = 0.73544) differ significantly with group A employees with regards to their satisfaction levels towards the overall job satisfaction in SCR. It can be conclude that, Group-A and group-B employees are
more satisfied than group-C and group-D employees with regards to their levels of satisfaction towards their overall job satisfaction in South Central Railway.

- H_{01d} null hypothesis is rejected and concluded that there is a significant difference exists among the various groups of employees with regards to their satisfaction levels towards their overall job satisfaction. Games-Howell Post-Hoc test, there is a significant difference among the employees different on length of service with all the three levels of service towards their overall job satisfaction in South Central Railway.

- H_{01e} null hypothesis is rejected and concluded that there is a significant difference exists among the employees belong to various income levels in SCR with regards to their satisfaction levels towards overall job satisfaction. Games-Howell Post-Hoc test, there is a significant difference among the employees’ different income levels with regards to their satisfaction levels towards overall job satisfaction in SCR.

- Majority of the employees are ready for working in urban area in SCR.

- Majority of the employees are want SCR zone to divide, they suggest that zone be must be divided for administrative purpose.

- Majority of the employees are wanted the new head quarter to be located in Vijayawada.

- Majority of the employees are want promotions, more than salary increase and reward.

The present study examines performance appraisal and job satisfaction among employees’ of South Central Railway. The findings review of confidential reports present fair and accurate picture of employees’. Actual job performance in majority of employees seemed to satisfy with the discussion they had their supervisor in relation to their performance report. They agree that appraisal process enhances their job performance. Good performance in SCR undoubtedly increases the employee’s chances of promotion. All of employees’ satisfied with the way their supervisor consults them to deal with problems arising in their day to day work at South Central Railway. The supervisors encourage their subordinate to participate in impotent decision making. The employees
are very positive about the performance feedback they get from their supervisor. Effective communication and effort recognition along with clarity of job duties make employees feel confident and secure about their job in SCR. However their Group D employees did not feel the impact of performance appraisal on job performance.

Large majority of the employees are highly satisfied with the career perception in SCR. Flexibility of working hours, good working conditions and health care benefits presented by them. Supervisor support as well as co-worker’s co-operation is high in South Central Railway. Majority of the employees are want to divide SCR zone, they suggest that zone be must divides for administrative purpose. The promotion policies in SCR on compensation and HRA perceive to be very good. However employee’s in Group D category did not feel any actual impact of the organization policies on their job satisfaction.

6.5 Conclusions of the Study

Majority of the respondents perceive that the performance appraisal assessment at South Central Railways (SCR) is significantly positive. However, the perception of the employees of Secunderabad Division differ significantly with the employees of Vijayawada, Guntur and Nanded divisions with respect to their perceptions towards the performance appraisal assessment. Similarly, there a significant differences among various group of employees except Group-A and Group-B employees with respect to their perceptions towards the performance appraisal assessment at SCR. Majority of the respondents revealed that there was an impact of performance assessment on their job performance. Most of the respondents were of the opinion that, supervisors play a prominent role in their job performance. Employees mentioned that, their supervisors consult and discuss with them about their responsibilities and encourage them for better performance. But there was a significant difference exists among all groups of employees. Majority of the respondents stated that, their supervisors have good leadership qualities and thus leads the team effectively. Perception of the employees belonging to Secunderabad division and Nanded division differ significantly as far as supervisor’s leadership is concerned. Employees are aware of their job duties, job profile, rewards and recognition for better performance in the organization. However Group-C
and Group-D employees differ significantly with respect to their perceptions towards their role in the organization. Employees were satisfied with their career in SCR. However, Group-C and Group-D employees perception differs significantly with respect to their job satisfaction levels. Majority of the employees are satisfied with the working conditions at SCR. There is a significant variation between Secunderabad division and Guntakal division as far as working conditions is concerned. Most of the employees are satisfied with the organizational policies of SCR. Employees are satisfied with the promotional and transfer policies of SCR. Male and female employees perception differ significantly towards the organizational policies of SCR. Majority of the employees are satisfied with the overall financial benefits of SCR. Employees are satisfied with the compensation package, HRA and child care facilities of SCR. Majority of the employees are satisfied with the retirement benefits of SCR. There is a significant difference among the satisfaction levels of the officer cadets and clerical employees as far as financial benefits are concerned.

6.6 Recommendations and Implications

1. The present appraisal system of the employees in South Central railway has got the favourable feedback from the employees in terms of 1) Performance Appraisal Assessment Practice 2) Performance Appraisal System 3) Supervisor’s Role 4) Supervisor’s Leadership 5) Organization Role and 6) Railway Career 7) Working Conditions 8) Organization Polices 9) Financial Benefits, hence it need to be continued. However the Group C and D employees’ perceptions have taken a deviation in certain aspects as discussed below.

2. Group C and Group D employees’ do not have a positive perception in the confidential report. SCR needs to look in to this.

3. Group C and Group D employees do not have much confidence on the supervisor feedback system. Hence, the railway needs to look in to this

4. Majority of the employees are not satisfied with the present promotion mechanism. Hence, railways must ensure that it is improved.
6.7 Limitations of the Study

The present study has several limitations; hence future studies can concentrate on it.

1. Responses were collected only from 636 samples spreading over 6 railway divisions of South Central Railways (SCR). Results may vary if more samples were included in the study. Hence future studies can take larger samples and test the results.

2. Samples were drawn from only the employees of South Central Railways. Hence, findings of the study were limited to only SCR employees’, further studies can include more samples from more railway zones.

6.8 Scope for Further Research

1. Effective performance management system should flow from the organizational goals which in turn need to be clear, achievable and measurable. Modern performance assessment has evolved from the cultured rating system designed by work psychologists. Hence more studies are recommended because Performance appraisal involves evaluating performance based on the judgment and opinion of subordinates, peers, supervisor and managers for promotions, rewards and other purpose.

2. Performance appraisal practice at SCR was examined by using only 5 factors, hence future studies can include some factors to evaluate it comprehensively.

3. Job satisfaction levels of the SCR employees were evaluated by considering only 4 factors, hence future studies can include some factors to get complete picture of the job satisfaction.