

A STUDY ON EMPLOYEES JOB SATISFACTION
(WITH SPECIAL REFERENCE TO CHAKRADHARPUR DIVISION OF SOUTH EASTERN RAILWAY)

Dr. Md Umar Rayees*

ABSTRACT

Job satisfaction is the sum total of all the factors that primarily affects an individual's ability and the actual output to perform any given kind of work. The origin and development of job satisfaction factors comes externally (non controllable) or internally (controllable), outside and within the working individual environment. Job satisfaction is the combination of all the physiological, psychological and conditional factors that either satisfies an employee or rather makes him dis-satisfies with the job. The results obtained from job satisfaction have evaluative, cognitive, behavioural and emotional outcomes. Job satisfaction leads to productivity because every worker, who derives satisfaction from a particular job, is bound to put in greater time and efforts on the job. On the other hand, if workers are not satisfied with their job, they may tend to concentrate less attention and put in less time and effort on the job, leading to less productivity. There is also a possibility for greater employee's absenteeism and turnover. Thus, the greater the job satisfaction of the workers, the greater would be the efforts they make towards their job which results in improved productivity. The following research study is to look after the various job satisfaction factors, problems and to search out the remedial measures affecting the railway employees working at the Chakradharpur Division of South Eastern Railway Division of the Indian Railways. Chakradharpur Division is a prime division of Indian Railways situated on Howrah-Mumbai rail route. Divisional Railway Manager is the main administrative and regulating authority located at Chakradharpur.

Keywords: *Job Satisfaction, Productivity, Handling Mechanism, Health Care Services.*

Introduction

Indian Railways is one of the largest central government public undertakings that provide bread and butter to over 13 lakhs employees representing communities from vivid corner of the nation. It has various departments that cater to ever demanding needs of organization and passengers. Indian Railways is labour intensive industry and its personnel department continuously plays a very significant role in providing innumerable career opportunities and escalating living standards of employees. This is done by a good number of plans and schemes that cover a very wide spectrum of activities likewise, conducive work environment; leave and holiday facilities; competent salary structure, allowances and bonus, loans and other advances; promotion, transfer and other professional prospects; travelling and TA/ DA facilities; effective grievance handling mechanism; a very good number of welfare activities such as housing, canteen and catering, educational, library and health care services, recreational facilities in forms of holiday homes, rest houses, sports, staff benefit funds, retirement benefits such as gratuity, provident fund and pension, etc. It is also true that all above mentioned schemes may have both positive and negative views. This may be possible due to usages, experiences and availability. Regular used by each and every employee and any smallest shift in these services drastically affects their morale and levels of job satisfaction. As already mentioned that Indian Railways is labour intensive industry, this means any such scheme that directly affects working and morale of employees may eventually affect working on smooth running of Indian Railways throughout the nation. Lastly one must not forget that Indian Railways acts as a major catalyst for our economy, industries, polity, society and nation at large. The real strength of Indian Railways is its employees, assets and operations.

* University Department of Commerce & Business Management, Ranchi University, Ranchi, Jharkhand, India.

Objectives of the Research

The present research study focuses to study the level of job satisfaction among the employees working at Chakradharpur Division of South Eastern Railway Region of Indian Railways with the following objectives:

- To study the level of job satisfaction among the employees working at the Chakradharpur Division of South Eastern Railway Region of Indian Railways.
- To have general view over the age, length of service, education and grade pay among the employees working.
- To analyze the employee's satisfaction level in relation with the job and work profile.
- To study the level of job satisfaction among the employees in context with salary received, other monetary and non-monetary benefits.
- To closely examine the employees level of satisfaction regarding various career opportunities offered by Indian Railways.
- To observe employees attitude and their satisfaction level concerning about numerous schemes under welfare activities, fringe benefits and other miscellaneous services.
- Finally to trace out the current drawbacks and thereafter suggest various remedial measures for enhancing job satisfaction level among the railway employees working at Chakradharpur Division of SER.

Research Methodology

This study is descriptive in nature. The study is based on secondary data which has been taken from journals, abstracts & periodicals on job satisfaction; published matter, reports and websites of Indian Railways, South Eastern Railway and Chakradharpur Division.

Job Satisfaction

Job satisfaction refers to a person's feelings of satisfaction on the job that acts as a motivation to work. It is just not self-satisfaction, happiness or self-contentment but primarily satisfaction of the individual on the job. Job satisfaction is defined as the pleasurable emotional state of employee resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values. In contrast, job dissatisfaction is defined as the un-pleasurable emotional state of employee resulting from the appraisal of one's job as frustrating or blocking the attainment of one's job values or as entailing disvalues. However, both satisfaction and dissatisfaction were seen as a function of the perceived relationship between what one perceives it as offering one entailing. The term job satisfaction relates to the total relationship between an individual and the employer for which the employee is being paid. Satisfaction does mean the simple feeling state accompanying the attainment of any goal or the achievement of established performance, the end-state is feeling accompanying the attainment by an impulse of its objective. Job dissatisfaction does mean absence of motivation at work. Research, authors and institutions differently described the factors contributing to job satisfaction and job dissatisfaction. The most common parlance among them is of Hoppock who describes job satisfaction as "any combination of psychological, physiological and environment circumstances that cause any person truthfully to say that I am satisfied with my job."

Factors Influencing Job Satisfaction

They are described as below:

- **Organizational Factors:** Organizing and management norms and policies, size, location, production and performance of organization, environment and culture, etc.
- **Job Factors:** Nature, allotment of the work & work conditions, degree of autonomy, job security, remuneration, fringe benefits & other non-monetary benefits, supervision at the job, relationship of job with employees working there, prospects and future associated with the job, recognition, awards and status of the job, etc.
- **Individual Personality:** Factors Age, gender, geographical background, caste, religion & language, education & professional qualification, experience and skills, personality and personal life, family and marital life, etc.

Significance and Role of Job Satisfaction

Job satisfaction is the prime factor for the success of an organization and the incumbent themselves. Some of the noteworthy advantages of job satisfaction are as under:

- Identification of Training and Developmental Needs among the Individuals Working
- Preference and Non Preference of the Personnel could be Easily Ascertained
- Stress and Anxiety Level among the Working Individuals could be Trace Out
- Challenging Tasks and Hazardous Situations may be Handled Properly
- Increasing of Risk Bearing Capacity
- More and Large Focused Targets could be Fixed
- Reduced Recruitment and Selection Costs of the Incumbents
- Building of Healthier Work Environment and Communication Basics
- Submission of Superior Quality of Work and Enhanced Performance
- Constant Eagerness, Enthusiasm and Motivation towards Work
- Satisfied Employees Tends to Stay Long in the Organization
- A Tool to Increase Productivity/ Performance

Brief Profile of Chakradharpur Division

Chakradharpur is a city and a municipality in West Singhbhum district in the state of Jharkhand, India. It is located on the Chota Nagpur Plateau 62 Kilometers west of Jamshedpur, 115 Kilometers south of Ranchi, 101 Kilometers east of Rourkela and 24 Kilometers north of Chaibasa (which is its Administrative District Capital).

CKP SER - Located on the Howrah-Mumbai arm of the golden quadrilateral of the Indian Railways, Chakradharpur Division plays a vital role on the South Eastern Railway. Strategically situated in the heart of Chota Nagpur plateau, Chakradharpur Division serves the mineral and industrially rich areas of Jharkhand and Orissa. It is spread over East and West Singhbhum, Saraikela-Kharsawan, Simdega of Jharkhand and Jharsuguda, Keonjhar, Sundargarh and Mayurbhanj districts of Orissa. Through this Division lies the main corridor of freight and passenger traffic between Eastern and Western parts of the country. This region is aptly called the Heart of South Eastern Railway.

The development of the rail network in the area presently forming Chakradharpur Division dates back to the original of Bengal-Nagpur Railway, the precursor of South Eastern Railway. The first rail line in the area serving Chakradharpur Division was laid way back in 1890. The first rail line on Chakradharpur Division was opened on 22nd January 1890 with laying of 72.25 miles long Purulia-Chakradharpur rail line. The rail network on the main trunk route passing through Chakradharpur Division was completed on 18th February 1891 when Goilkera-Jharsuguda section was opened. With the opening of Goilkera-Jharsuguda section the main line route of Bengal Nagpur was completed and the official function for the opening ceremony of main line from Asansol to Nagpur, presided by the Viceroy of India, Lord Lansdowne was held at Chakradharpur station on 3rd March 1891.

Presently Chakradharpur Division extends over a length of 741.705 route Kms, of which 335.798 route Kms are located over the State of Jharkhand and 405.907 kms. Over the State of Orissa. The main line portion of the Division extends over the Salgajhari-Jharsuguda portion covering a distance of 270.38 kms. In addition to the main line the Division has a large number of branch lines covering Tatanagar-Badampahar, Gamharia-Kandra-Chandil, Sini-Kandra, Rajkharwan-Banspani, Padapahar-Bolani-Barbil, Bondamunda-Bimlagarh, Barsuan-Kiriburu and Rourkela-Bimitrapur sections. The importance of the route covered by the Division stems from the fact that it serves 6 major steel plants located in the region viz. Rourkela Steel Plant, Bhilai Steel Plant, Durgapur Steel plant, Bokaro steel plant, TATA Iron & Steel Company at Jamshedpur and Indian Iron & Steel Company at Burnpur.

Chakradharpur Division has 91 stations. There are two major Electric Loco Sheds one at Tata and the other at Bondamunda serving not only the Chakradharpur Division but also other divisions of the S.E. Railways. The major part of the division is electrified. In fact, the division was the pioneer in introducing of 25 KV-AC traction over Indian Railways. The branch line between Rajkharwan and Dongoaposi was amongst one of the first routes on the Indian Railways to be electrified with 25 KV-AC traction in August 1960.

The strength of staff on the Division is more than 22000 out of which 132 are on the Gazetted cadre and balances are in the non-gazetted category. Having such a large workforce, the Division has been paying special attention towards welfare of the staff and their wards.

Job Satisfaction Measures among Railway Employees

The various job satisfaction measures practised by the Indian Railway are uniformly same throughout the nation. Some of the prominent schemes under the job satisfaction sector are:

- **Work Environment in Indian Railways:** The employees of the Indian Railways are monitored under The Payment of Wages Act 1936 and The Industrial Disputes Act 1947. An average railway employee works in some of the worst working conditions; day & night, under scorching sun, cold climate or pouring rain and under threat of life and materials. The railway employees work under HOER Rules: Hours of Employment and Period of Rest Rules 2005. The classifications of worker's duty are continuous, essentially intermittent, excluded and intensive. Besides different norms for running staff and split duty also applies accordingly.
- **Leave Facilities:** Indian Railways offers a myriad of different leave and holiday facilities such as Leave on Average Pay (LAP), Leave on half average pay (LHAP), Leave Not Due (LND), Child Care Leave (CCL), Study Leave (SL), Casual Leave (CL), Compensatory Casual Leave (CL), encashment of leave, hospital leave, leave and vacation/ holiday rules for school staff, Maternity Leave (ML), Paternity Leave (PL), special disability leave, etc. These leaves and also other leaves can be availed as per the rules and regulations mentioned.
- **Salary and Other Benefits:** Indian Railway staffs is categorized into 4 groups (group D, C, B & A); groups D is categorized as lowest and group A as highest, however group A and B represents gazette posts while group C and D represents non-gazette posts. The eligibility criteria to apply for every group and the salary structure are different. In comparison with banks and some other corporations Indian Railway employees are grossly underpaid in comparison to the nature of their work and risks undertaken. Bonus and Allowances are also offered to railway men such as DA (Dearness Allowance), HRA (House Rental Allowance), Overtime Allowance (OTA), Daily Allowance (DA), Transport Allowances and various types of other bonus and allowances are also applied.
- **Loans & Advances:** Grants of various kinds of advances and withdrawals are permissible to the Railway employees from the Consolidated Fund of India (given in Indian Railway Administration and Finance & IREC Vol. I), some prominent are: advances with interest and interest free advances, both of them have further sub categories.
- **Promotion:** They are provided as per the seniority rules. Seniority means the relative position of a Railway employee in the cadre to which he belongs. Seniority may undergo certain changes in circumstances like promotion (elevated post or hike in the basic salary), transfers, punishments, etc.
- **Travelling Concession:** It is in the form of Passes and Privilege Ticket Order (PTO). The allowance of free passes and PTO is a vital concession especially to the railway men. The pass or PTO are signed and issued in accordance with instructions and orders issued by Central Government in Ministry of Indian Railways. Depending upon the urgency and work there are many kinds of passes.
- **Transfer Facilities:** Normally an Indian Railway employee is employed throughout his service on the same Railway or any of the Indian Railway establishment to which he is posted on first appointment. An Indian Railway employee claims as a matter of right to be transferred to any other Railway establishment either by the administration or on employee's request. Transfers can be mutual or periodic or prevailing conditions.
- **Grievance Redressal Machinery;** The grievance handlings are the representation from the railway servant on the numerous service matters. Trade Union and General Administration assist an employee in solving their grievance and helps in attaining a desired solution.
- **Welfare Facilities:** Indian railways offers some of the best welfare facilities to its employees such as residential accommodation, canteen facilities, educational facilities, sports facilities, library, medical and health care facilities, etc.
- **Recreational Activities:** Indian Railways attaches due importance to recreation for its employees and provides excellent facilities through Institutes & Clubs for entertainment, leisure, sports, libraries, cultural activities, etc. and Holiday Homes to enable the employees and their families to enjoy holidays at nominal expenses.
- **Staff Benefit Fund (SBF):** Each railway administration maintains a Railway Staff Benefit Fund that is administered at the headquarter level for benefitting the non-gazetted staff. The SBF is useful during sickness and distress relief, for funeral expenses of low paid staff, assistance to staff suffering from T.B., cancer, thalassemia, and mental diseases or major accidental cause

when they are on leave without pay, for purchase of artificial limb, spectacles, dentures fixation, distress faced due to natural calamity, etc. An even grant through SBF is also given to the employees for their children studying in higher education.

- **Retirement Benefits:** Pension and other retirement benefits for the railway employees have various forms such as medical treatment, gratuity, pension and railway passes to the employee (or the families).

Hindrances Affecting Job Satisfaction

- **Shortage of Manpower:** There exists acute shortage of staff. E. g. in electric department due to acute shortage of skilled and trained technician a good number of jobs are suffered, this delayed the projects. Similarly there is 25% less incumbents working in station masters, controllers and ticket checking category and also scarcity of staff in categories likewise, all running staff, doctors and RPF, etc.
- **Heavy Work Load:** Employees working in Indian Railways work against nature and in almost every terrain. Their work is hard, long odd job hours, working area unhygienic and unclean. Moreover there is no fix duty for those working in field, they may work for 12 hours and overshoot of HQs is very common. Some employees are posted at very remote, dull, non willing stations and continuous night shifts. Hence all these circumstances with unsafe life due to field work deteriorate health and mental conditions of the employees.
- **Deficient Basic Amenities:** Some employees posted at small stations complaint that there exists deficiency of required small basic needs (like dispensary, schools, market, etc.). Some work places are not situated at an ideal location like yard & pit department, loco-sheds, etc., there is no proper light facility and no standardized tools and equipments for the employees during work.
- **Inconvenient Resting Hours:** Some duty hours either extend more than 8 hours and roster duty goes for 10-12 hours of job, an employee is even forced to work for continuous shift job, etc. No permission is given to employee to leave the HQ and no fixed time of work is allotted. Thus employees have no proper rest and no weekly off given. Continuously working in shifts disturbs the human biological clock.
- **Slow Pace of Digitalization:** Speed of modernization is slow in Indian Railways as compared to other railways of developed countries. Employees need modern tools and equipments. A good number of physical works is done by railway-men and have least amount of modern gadgets. Railway hospitals do not have MRI, ultra sound sonography, digital x-rays machines and latest modern way of diagnostic medication, testing tools and equipments.
- **Deprived Hospital Facilities:** Hospital services, tools, equipments, drugs and other kinds of medical treatment are the most neglected in railway hospitals. Impolite behavior of the railway staff noticed non availability of medicines and other necessary medication, least medical facility maintained when needed, etc. Private Doctors are working as per their own personal norms whenever they feel they come to the hospital and can leave any time. In addition the Class IV staffs working in railway hospital are also not utilized accordingly they found to be sitting idle and gossiping.
- **Disturbed Social Life:** Some railway employees were so much indulged in their jobs that they hardly get time to spare with their families. Employees are posted at remote regions or far off from their HQs or due to continuous shift work or roaster duty for 10-12 hours, employees get absolutely stressed and depressed; thus their social and family life is adversely affected. These employees have no time for social gathering or friend reunion and devote less time and duties towards their family's expectation.

Facilitation for Enhanced Job Satisfaction

- **Fill Vacant Posts:** There is immediate recruitment of various essential vacant posts. This will try decreasing accidents, exaggeration of budgets and tension caused due to pressure of work. So every department whosoever facing shortage of staff must prepare a list of deficit posts so as to have an average working staff.
- **Update Basic Amenities:** There must be provision of smaller single rooms for rest at running rooms. Rest houses or running rooms must be cleaned timely, hygienically maintained with basic utilities, sound proof and air cooled. Quality food, RO treated drinking water and other

daily necessities stocks maintained at running rooms, some special provisions to increase facilities at rest and running rooms like T.V. Improve and maintain conditions of housing quarters and at work place proper lighting and ventilation facilities should also need to be constituted.

- **More Resting Period:** Try not to give more than 2 night shifts simultaneously to the same worker. Give weekly rest on time so thus the workers feel rejuvenate on the next duty. Give a considerable amount of time and rest for the next duty. Try fixed the duty roaster/ duty hours for 8 hours especially in the branch line section as it takes considerable amount of time to return back to their respective HQs or their homes.
- **Modernize Work:** Adoption of modernized technique in areas of computerization, file management system, attendance system, and grievance mechanism for employees, stores handling management, and day to day work. Remove equipments that are old, broken or currently no use so as to minimize physical and material loss. Use of latest software programme, online making travelling/ concessional pass or PTO, PF, attendance cards, etc., digitalized office work at small stations and introduction of robotics machines and mechanised way of tooling, etc.
- **Modernize Medical Facilities:** Update medical facilities. Medical staffs need to be soft spoken, well mannered and ready to help the needy ones. There is improvement in behaviour and conduct of doctors and staff while dealing with patients. Have the immediate recruitment of fresh doctors, opening of new departments, installation of MRI, digital X-rays machines and CCTV cameras.
- **Innovative Measures To Reduce Stress:** There must be ground level work to reduce stress and increasing of services related with health and body stamina, such as build up of entertainment or relaxation zones, sports activity complex, compulsory health check up of every employee, regular organization of some cultural or social events, jointly celebration of some festival, etc. would definitely try to reduce undue stress among the railway personnel.
- **Organize Family Reunion:** Welfare officer may arrange family tours or organization of cultural events among its department; this will make employees relaxed, close to their family and increase their social life. Other measure could be monthly organization of railway-man get-together, officers meet or allotment of a spacious accommodation to the employees so thus they can keep their family at respective stations of work, etc.

Conclusion

The current research study is done for the Chakradharpur Division of South Eastern Railway Division of Indian Railways. Here thousands of workers work under numerous divisions, than it becomes an arduous task to work together with proper co-ordination of activities and synchronization of duties. Numerous employees come from different background, diverse ethnic community, many languages and miscellaneous characteristics like gender, religion, beliefs, etc. Hence in such a case where there exists so many people simultaneously there are also many issues related with the HR perspective likewise job satisfaction. It is not at all easy to keep each and every employee satisfied with their jobs. Indian Railways undisputed offers a great variety of jobs, equal opportunity provider, and job security and after retirement benefits that tries to develop job satisfaction among the railway employees. Though, generally it has been found out that employees feel satisfied over some issues such as over provision of basic amenities, job security, leaves sanction, salary, medical facilities, and travelling pass and retirement benefits. Simultaneously there is also discontentment over certain issues such as availability of tools, housing quarter conditions, promotion, pension benefits, resting discomforts, etc.

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