

A Study of Factors Effecting on Job Satisfaction in South Central Railway Employees.

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Abstract:

The level of contentment among Guntakal Railway Division workers is an intriguing topic for us. Most employees are happy with how things are going at work. The firm has a good reputation amongst the staff. The majority of employees understand the company's direction and trust their superiors. Most workers feel they get enough recognition for their efforts. Railways that provide their employees with a living salary will be successful in the long run. As in a family, employees must help one another out and coordinate their efforts to achieve the company's objectives. People are consistently presented with chances to showcase their skills and get praise. You can easily get in touch with the higher echelons of management.

Keywords: *Department employees, Guntakal Railway Division, Transportation Department employees, Commercial Department employees.*

1. Introduction

India's Guntakal Division plays a crucial role in the country's rail system. It connects all of India and acts as a gateway to the southern part of the country. Dharmavaram's four principal figures—Kadapa, Renigunta, and Yerraguntla—are all located inside the Guntakal Division's seven Andhra Pradesh revenue districts. The town of Guntakal is served by the Guntakal Junction train station, which is located in the Anantapur region of the Indian province of Andhra Pradesh. The South Coast Railway's Gontakal branch is also found in this area. The station also serves as a junction for the lines between Mumbai and Chennai, Vijayawada and Marmagova, and Guntakal and Bengaluru.

The Guntakal Railway Division is one of four such divisions on the Indian Railways, and it is located in the South Coast Railway Zone (SCR). The divisional headquarters is at Guntakal, while Visakhapatnam is the zone's administrative centre. The Guntakal Division is Uni Gauge so that it can service the whole Bg line system. In 1956, the Southern Railway zone built the Guntakal division. This sector was moved to the South Coast Railway sector on October 2, 1977, and it was officially established on February 27, 2019. Included are the whole state of Andhra Pradesh, as well as the provinces of Karnataka and Tamil

Nadu. After the Madras Indian Railway connected to the Great Indian Peninsular Railway and the Chennai-Arakanam line was extended to Raichur in 1871, a 1,676 mm (5 ft 6 in) broad train was able to travel between Mumbai and Chennai. The

Vijayawada–Margov–Juntakal metre line was built by the Maharatna Southern Railway between 1888 and 1890. In 1892–1893, construction began on the Guntakal–Bangalore Railway. In 1893, the Guntakal-Mysore Frontier Railway was built. The activities were managed by SMR Railway.

As of May 8, 2020, there will have been 1,451.90 kilometres of roadway built in the guntakal division. Among the division's total of 134 stations, one is classified as A-1; the rest are divided as follows: eight B-category stations, nine C-category stations, nine D-category stations, and twenty Class F stations. A lack of "C" letters.

According to a technical definition, "job satisfaction" refers to an individual's level of contentment or discontentment with his or her current position of work. Workplace stress is caused by a person's attitude toward their responsibilities, as well as the physical and social surroundings in which they perform those responsibilities. He defined work satisfaction as a positive emotional response to one's job or working experience. Work satisfaction, according to Andrew Bin, is the level of joy or fulfilment linked with a job. He also noted that if one enjoys a job a lot, he would have a lot of work satisfaction, whereas if he hates it a lot, he will have a lot of job discontent. Job satisfaction is characterised by Keith Davis, Newstrom, and John W as a collection of positive or negative sentiments about one's employment. Employment satisfaction, according to Stephen Robbins, is a general attitude regarding one's employment; the

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discrepancy between what individuals get and what they believe they should receive in terms of salary. According to a technical definition, "job satisfaction" refers to an individual's level of contentment or discontentment with his or her current position of work.

Job happiness has an impact on employee productivity, which in turn influences company performance. Shockingly, it is an elusive and subjective quality. It needs to manage sentiments, articulations, and feelings. As a result, it is a mental part of the declaration of disposition. A work's enduring not set in stone by how we feel about it. While at work, they communicate with coworkers and other resources. Work fulfillment is a term used to depict how individuals feel about different parts of their workplace and association all in all. Workplace happiness became a prominent topic when interpersonal relationships became popular. People who are seen as crucial to the business's success are more likely to be happy at work, which in turn helps the organisational achieve its objectives.

1. An employee's level of job satisfaction might vary greatly from one person to another. Behavior can only be judged by what is shown. It's intriguing since it's invisible and so intangible.
2. Having a good job is a mental state. It's a subset of the concept of attitude.
3. Job satisfaction affects a person's abilities and energy levels.
4. It might be positive or negative. It might be expressed at a high or low level.
5. One's emotional state of mind is connected to job satisfaction.

2. DETERMINANTS OF JOB SATISFACTION

Satisfaction in one's work is a subjective and complex phenomenon. Employees' level of contentment on the work may be affected by many variables. There are three distinct types that may be made of them. There are a number of different influences at play, including those at the organisational, group, and individual levels. For that reason, a little discussion is provided below.

A) Organizational Factors.

Employees' levels of contentment with their jobs are affected by a variety of internal variables. The following are some of the ways in which organisations may improve employees' sense of belonging on the workplace.

i) Wages

Salary levels are a significant factor in whether or not an employee is content in their work. There are two main causes for this result. One is that one must have money in order to get the things that one desires. The second is that workers typically interpret remuneration as a sign of how much their employers care about them. Employees, it's certain, want a compensation structure that is straightforward, equitable, and in line with their expectations. People are more likely to be content with their jobs and their lives in general when they believe that their income is commensurate with the effort put in by the employer, the individual's degree of expertise, and the norms of the surrounding community. In many cases, there is no universally accepted standard for what constitutes a just and reasonable salary. Therefore, workers do not feel that their pay is commensurate with the effort they put in. Employees get dissatisfied as a result.

So, it's not the actual quantity of money that matters, but rather how fairly it's distributed among workers.

ii) Nature Of Work

Job happiness is strongly influenced by the tasks one does. Jobs that require the application of one's brains, talents, and abilities, are difficult, and provide room for growth often result in happier workers. However, job discontent occurs when workers experience boredom, frustration, and failure on the job, and their work is monotonous and repetitive.

iii) Working Conditions

When workers are provided with favourable working circumstances, they are more likely to put in the necessary hours at the office. When a person feels secure and at ease in their workplace, they are more productive. When people aren't happy with their working circumstances, they may start to worry about their health. Therefore, an employee's degree of job satisfaction is directly proportional to their working circumstances. The workers of a software business, for instance, report high levels of happiness in their work environment due to the presence of clean, well-maintained, air-conditioned offices. A miner, meanwhile, is more likely to be dissatisfied with his or her working circumstances. This is due to the several life-threatening factors present, such as a lack of oxygen, a collapsed roof, an unclean and slippery surface, and a lack of adequate lighting and ventilation. As a result, employees' ability to share their appreciation for their workplaces is influenced by the culture of such businesses.

iv) OPPORTUNITIES FOR PROMOTION

Job happiness is significantly impacted by advancement prospects. Employees often strive for promotions because of the positive effects on work satisfaction and professional development that come with more salary, increased responsibility, greater autonomy, and higher social standing. Chances of promotion are higher in the private sector, although the average government worker has a lifetime of just three or four promotions. It's no secret that most workers see being promoted as the pinnacle of their careers, so when it finally happens, they're over the moon.

v) JOB CONTENT

The work's intrinsic qualities, such opportunities for promotion and public acknowledgement, are examples of what are meant by "job content." Job satisfaction rises when one's work is not monotonous and one's responsibilities are varied. Dissatisfaction with one's employment is a natural result of a job's subpar content. Researchers Herzberg, Mausner, and Snyderman discovered that elements related to the actual substance of the work (such as accomplishment, responsibility, and so on) significantly increased job satisfaction. According to research by Walker and Guest, the two most unsatisfying aspects of a job are its repetitive nature and its lack of income and stability.

vi) Level Of Employment

Job happiness is proportional to the amount of effort that employee puts into their work. Better-level positions are more highly valued, and their holders report higher levels of job satisfaction than their lower-level counterparts. According to Glimmer, professionals are more content with their occupations than salaried employees, while manufacturing workers are the least satisfied. Similar findings were obtained by Porter, who

discovered that management satisfaction decreased with each descending level.

vii) Leadership Style

An employee's degree of contentment is also related to their boss's management style. Job satisfaction is increased when a leader is democratic and fosters positive connections among workers. Those who work under autocratic managers, on the other hand, tend to be dissatisfied with their jobs. Subordinates of both transactional and transformational leaders report greater levels of work satisfaction. Similarly, followers felt more appreciated when led by leaders with charm. However, workers who report to bureaucratic managers have complained about their working conditions.

B) Group Factors

The extent to which people are happy in their jobs is significantly affected by variables such as group size and the quality of management. This is briefly discussed below.

i) Work Groups And Size

It's not uncommon for there to be factions inside a company. As social animals, we are hard-wired to seek for companionship. Due to this trait, teams are formed for various tasks in the workplace. Employees who spend much of their time working alone are more likely to be unhappy in their positions. Employees' level of contentment at work is strongly influenced by their coworkers. An individual's sense of belonging in a group is heavily influenced by the quality of his or her interpersonal connections with the other people in the group, the group's dynamic, the group's level of cohesion, and the individual's own desire for belonging. Remote salespeople who only get together once every two weeks reported the most unhappiness with the group procedure. Contrarily, office workers were more content than those working in factories or warehouses because they had more opportunities to collaborate. Workers in workplaces with a "cabin culture" were more likely to be dissatisfied than those in a "front end" office, where they were part of a cohesive unit. Group dynamics, like team size and level of supervision, can have a significant role in shaping individuals' experiences. Group happiness tends to decline as membership grows. This is because individuals of a larger group become less able to identify with the group's performance as their options for engagement and social connection diminish. Larger populations tend to be more contentious, prone to infighting, and more likely to split into subgroups. These factors together do not bode well for members' happiness. Perceived quality of supervision is another factor in determining how happy an employee is in their employment. When employees have faith in their managers' abilities and are treated with respect and decency, they are more likely to be satisfied with their jobs. Supervision also includes talking to subordinates. Employees are more likely to be happy when they have open lines of communication with their manager.

ii) SUPERVISION

The perceived quality of management is an additional factor in determining work satisfaction. When employees feel their managers are competent, look out for their best interests, and treat them with respect and decency, they are more likely to be satisfied with their jobs. Supervision also includes talking to subordinates. When workers are allowed to openly discuss issues with their superiors, they report higher levels of satisfaction.

C) Personal Factors

There are both organisational and personal aspects that influence how happy an employee is at their work. This is briefly discussed below.

i) Personality

An individual's perceptions, attitudes, and learned behaviours shape their psychological states and, in turn, their identities. Therefore, it is clear that these elements are what ultimately impact people's happiness. When an employee is unenthusiastic about his work, he eventually stops caring. There is a good chance he may complain about his employment. An individual holding insufficient understanding of the work or weak learning potential is not likely to regard his job as engaging. One's character traits are the deciding factor in whether or not one is happy in one's employment.

ii) Age

Job satisfaction tends to increase with age. Younger workers with greater vitality tend to be happier in their jobs. As workers age, their aspirations naturally rise. Not being able to achieve these goals leaves them feeling disappointed. Job satisfaction tends to increase with an employee's age, although that correlation is complicated and interesting. People, say Hammer and Organ, have inflated expectations of what they may get from a workplace when they first begin working there. They eventually grow disillusioned when they see how much reality lags behind their idealised version of it. They begin to think more positively and realistically about their work situation. Employee morale rises as a result of this approving assessment. This means that employees of all ages may benefit from increased job satisfaction.

iii) Education

Individual growth is possible via educational experiences. It is a great way to improve one's own insight, imagination, judgement, comprehension, and common sense. Employees with a high level of education are more likely to be persistent, logical, and intelligent. They have the ability to grasp a situation and provide an optimistic assessment on it. Therefore, they are likely to report high levels of work satisfaction. Higher-educated workers, on the other hand, have more lofty expectations of their employers. When college graduates are forced to take entry-level positions, job satisfaction tends to plummet. A dissatisfied worker is more likely to be a low-educated worker who lacks the skills to see the bright side of the situation.

iv) Gender Differences

Job satisfaction is also affected by a person's gender and colour. Even in low-paying employment, women report higher levels of satisfaction than males. Women just don't aspire as much as males, which is why this is the case. When factors like salary, status, and supervision were controlled for, Charies N. Weanch found that men and women reported similar levels of work satisfaction. In the same way that a guy in a similarly distinguished job would feel fulfilled, so too would a woman in the same position. According to Barrack, women are more likely to be unhappy than men since they have less career and economic prospects. Learning on the job, having a diverse set of abilities, being given significant autonomy, enjoying the work itself, being treated fairly by management, having a sense of purpose in one's work, and a high social standing all play a role in determining one's level of job satisfaction. All these considerations are

important for managers to take into account when gauging employee happiness and working to improve morale.

3. Reviews Related to Job Satisfaction

Lee Ann Waltz et al (2020), investigated In the nursing profession, millennials represent a rapidly growing demographic. The majority of millennial nurses have negative feelings about their careers, and they are far less satisfied and engaged with their work than their predecessors were. Leaders in the nursing profession would do well to listen to the opinions of these nurses if they are serious about improving staff morale and dedication on the job. In order to undertake an exploratory and descriptive qualitative research study, nine focus groups were conducted with three hundred millennial nurses. Employee rounding for the millennial generation entails asking how you can help, offering support, and showing appreciation. There should be on-going mentorship in regards to options that might aid millennials' professional growth, such as preceptor training, financial aid for national certification exams, and tuition reimbursement.

Maaz Ud Din et al (2019) Islamic work ethic's effect on task completion and intrinsic motivation was studied. Islamic work ethic and job performance are both influenced by the role of innate inspiration. Evidence suggests that Islamic work ethic might help alleviate a moral crisis in Pakistan's education system, which has traditionally been hampered by a lack of an authoritative culture conducive to the successful implementation of economic employment strategies. In addition, studies show that the link between Islamic work ethic and job performance is moderated by the influence of distinctive inspiration.

Amardeep Kaur Ahulwalia and Kamalpreet (2014) employees in the manufacturing sector in the Amritsar and Ludhiana regions of Punjab, India, were surveyed to determine what variables contribute to their level of job satisfaction. The research found that employees were most impacted by the opportunity for advancement, which includes monetary rewards like pay, salary, incentives, and so on, and then by workplace cleanliness considerations.

Sangeeta Malpani and Varshney M.G (2014) Employees in the private banking industry had their work satisfaction and the variables influencing it analysed. Employees were found to be content with their working environment and the conduct of their superiors, but unsatisfied with their compensation, advancement opportunities, working hours, and leave policies.

Sharon Ruvimbo Terera and Hlanganipai Ngirande (2014) examined the link between training and improvements in job satisfaction and retention rates. None of the variables examined in this study showed a statistically significant correlation with training or staff retention. However, a strong positive correlation exists between work satisfaction and employee retention.

Md Atiqur Rahman Sarker (2014) We surveyed employees in the private commercial banking industry of Bangladesh to learn more about their experiences with HRM practises, their level of job satisfaction, and the impact such factors have on company performance. According to the findings, banks' existing wage packages have a detrimental impact on both employee happiness and productivity. Thus, the author argued that commercial banks in the private sector should raise compensation for their staff in order to boost productivity.

Emmanuel Erastus Yamoah (2014) We looked at how salary affected workers' happiness on the workplace. According to the findings, respondents did not see a correlation between salary and work happiness. But pay considerations like advancement opportunities and job security are huge contributors in how happy workers are in their jobs. Therefore, the author argued that more options for advancement should be made available to workers in order to boost their contentment.

Justin Batch, D.B.A and Wilton Heyliger (2014) faculty work satisfaction was measured. Logistic regression analysis showed that work satisfaction was higher among professors who saw their institution's leadership as being mostly transformative or transitional, and lower among those who saw it as primarily passive or avoidant.

David R Burns (2013) thought that rail networks might increase profits by focusing less on bulk goods and more on the retail trade of transport. He advocated for IR's return to this fruitful field.

Vaddi.Ramesh , Dr Ashok Kumar Katta,(2022) There is a lot we want to know about the Guntakal Railway Division's employees. Workers are generally pleased with the results of their efforts. Employees have a favourable view of their employer. Employees at the company have a good deal of faith in the company's structure. Employees in the great majority of cases are rewarded adequately for their labour. Railroads who pay their workers well will remain in business. Employees must work together as if they were in a family, sharing tasks and working toward shared goals. It is common practise to provide people with several opportunities to showcase and be recognised for their talents. The higher echelons of the company's management may be contacted easily.

Vaddi.Ramesh, Dr. Ashok Kumar Katta, (2022), We find the level of staff satisfaction in the Guntakal Railway Division very interesting. Most of the company's employees seem to be satisfied with the results of this work. Almost all over the world, workers are satisfied with their jobs and their employers. Most employees know and support the company's goals. For many employees, their hard work is richly rewarded. The longevity of a railway company depends on its employees being properly compensated. Employees must work together as if they were family, share responsibilities and work to achieve shared goals. It is a common practice to give people several opportunities to showcase and be recognized for their talents. Seniors can be easily reached.

3.1 Objectives of the study

1. To study the job satisfaction of employees with respect to Organizational factors, Group factors, Personal factors.
2. To study the relationship between job satisfaction of employees and their personal profile.
3. To study the influences of Organizational factors, Group factors, Personal factors on overall job satisfaction.

3.2 Scope of the Study

This survey aims to gauge the level of contentment among Indian railway personnel with their current employment situations. The present investigation covers a wide but not quite comprehensive

range of topics. Its scope is comprehensive, including every conceivable aspect of IR. Since just one of India's 7,349 train stations was included in the research, its findings are likewise deemed insufficient. Incorporating both primary and secondary sources, the study's reliability hinges on the clarity with which its representative sample describes its focus and methods. Information made public by Indian Railways and other government bodies is crucial to the reliability of the research. Surprisingly, there is inconsistency in the presentation of data across many reports made public by IR. This means that we can't say for sure that the numbers are correct. In addition, a rethinking of ideas may be required if there is a change in the opinions of the respondents in the sample. Because of this, studies of this kind are seldom exhaustive or definitive. As was previously indicated, the study period is confined to the 12 years from 2009-2010 to 2020-2021. Conversely, a large amount of information has been consumed by the research endeavour. Though the aforementioned constraints necessitated certain sacrifices in terms of depth and analysis, they were made nevertheless. However, it is impossible to rule out the possibility of analytical errors.

3.3 Sampling Techniques

One method of statistical analysis is the mean. Transport and commerce staff members have shown satisfaction with their positions. These processes were implemented to provide precision and consistency to the data, as specified by the requirements and possibilities.

3.4 Sample Size

The Guntakal railway station's Transport and Commercial sections provided representative samples for the study's analysis since they serve different customer bases. Occasionally, it's necessary to take representative samples from a population in a systematic way. Table-1 The Guntakal Railway Junction/Station employs 3,115 people. As of October 29, 2021, the station had a total of 1,067 workers, 363 of whom worked in the commercial department, while the remaining employees split their time between the transportation and commercial departments. There are 161 employees from the commercial division and 115 from transportation included in the sample. The transportation division employs the drivers (pilots), whereas the commercial division employs the commercial officers (clerks). In Table-2, we can see the breakdown of the sample size, as well as the employees in charge of transportation and commerce. table-3,table-4 The transportation and retail outlets at Guntakal Station are categorised as such:

3.5 Human Resources of Guntakal Railway Division

It is estimated that 3115 people work at Guntakal Station, which is one of 134 stations in Guntakal Railway Division's network, out of a total workforce of 14300. There are 99.3% of Group C and D category workers at this station/junction, whereas only 0.73% of Group A and B cadre employees. Table 1 displays the relevant data.

Table-1The Guntakal Division's workforce

Category	Group -A	Group-B	Group-C	Group-D	Total
GEN	30	33	8072	1	8136
OBC	3	1	1552	0	1556
OC	39	1	3251	3	3294
SC	2	5	959	0	966
ST	2	2	344	0	348
Total	76	4	14178	4	14300

Source :In house Publication of Guntakal Railway Division

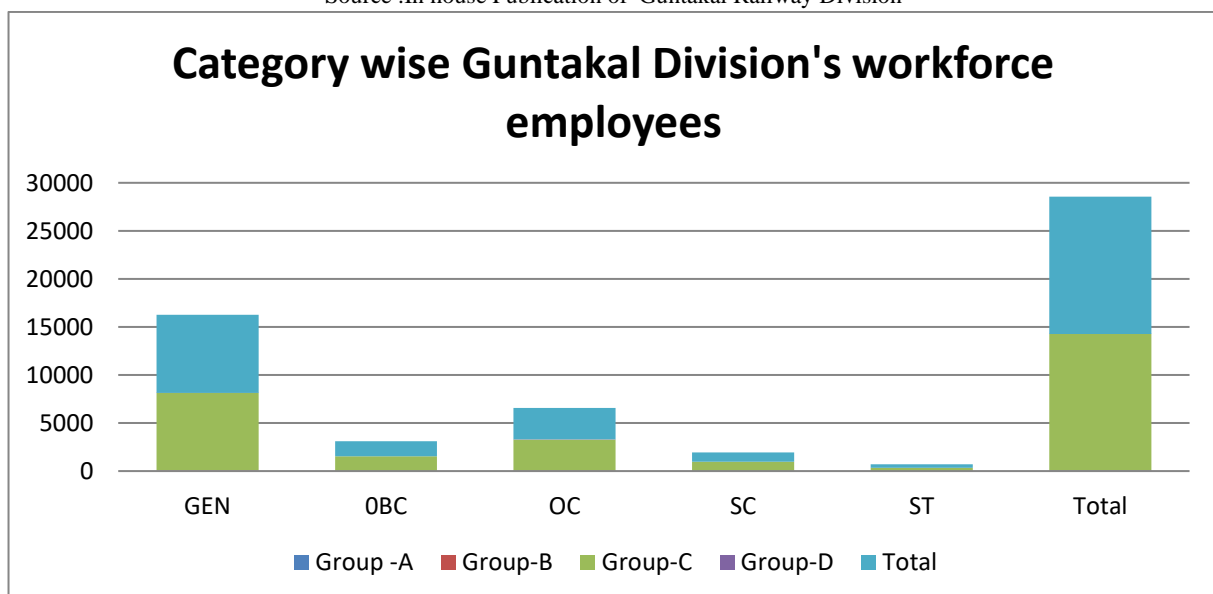


Figure 1: Category wise Guntakal Division's workforce employees

Table 2: The Guntakal Railway Division's workforce

Category employees	No.of employees	Percent
Group-A	76	0.5
Group-B	42	0.2
Group-C	14178	99.1
Group-D	4	0.2
Total	14,300	100

Source: In house Publication of Guntakal Railway Division

Figure1,2, Table:-2,The South Central Railway Zone oversees Indian Railways' Guntakal division, which is one of the largest in the nation. The division employs 14,300 people in a variety of positions. Group 'A' and 'B' cadre personnel are classified as gazetted, but Group 'C' and 'D' cadre employees are not. Table 1 depicts the division's human resources in 2022, broken down by job function. The table shows that cadre members in Groups 'C' and 'D' make up more than 99 percent of the workforce, but cadre workers in Groups 'A' and 'B' make up less than 1 percent of the workforce.

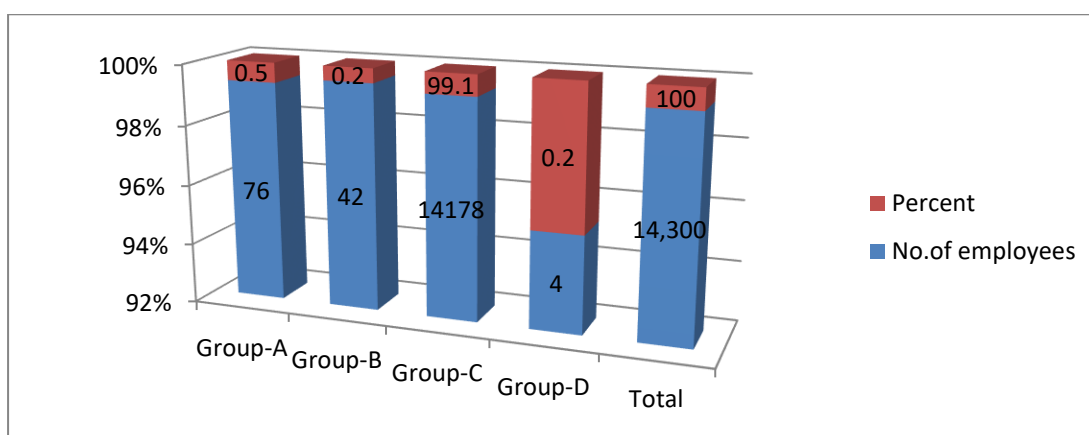


Figure 2: Guntakal railway division Employees with percentage

Employees of the Guntakal Railway Station

Table 3:- Human Resource of Guntakal Railway Station/ Junction

GUNTAKAL STTION ALL DEPARTMENT								
Group-A		Group-B		Group-C		Group-D		Total
Females	0	Females	0	Females	432	Females	0	432
Males	52	Males	26	Males	2604	Males	1	2683
Total	52	Total	26	Total	3036	Total	1	3115

Source :In house Publication of Guntakal Railway Division

Table-4 Department-wise sample size particulars of Guntakal Railway junction/station

Sl. No.	Department wise Man power	Manpower(In Numbers	Sample Size taken
1	Transportation Department employees	128	115
2	Commercial Department employees	363	161
	Total	491	276

Source: In-house publications of Guntakal Railway Division

Table 5:- Human Resource of Guntakal Railway Station/ Junction

GUNTAKAL STTION ALL DEPARTMENT								
Group-A		Group-B		Group-C		Group-D		Total
Females	0	Females	0	Females	49	Females	0	49
Males	5	Males	4	Males	314	Males	0	323
Total	5	Total	4	Total	363	Total	0	372

Source: In-house publications of Guntakal Railway Division

Table 6:- Human Resource of Guntakal Railway Station/ Junction

GUNTAKAL STTION ALL DEPARTMENT								
Group-A		Group-B		Group-C		Group-D		Total
Females	0	Females	0	Females	20	Females	0	20
Males	0	Males	0	Males	107	Males	0	107
Total	0	Total	0	Total	127	Total	0	127

Source: In-house publications of Guntakal Railway Division

Figure 3, Unpaid wages by employees Railway operational costs in India are dominated by employee-related expenditures (e.g., salaries and pensions). Employees are responsible for more than 61% of total operating expenses. Growth in IR employee expenses has varied between 4.86 percent and 9.61 percent annually from 2009-2010, when the IR staff cost was Rs. 87,104.65 crore. Annual increase rates for human costs between 2009-2010 and 2020-2021 have been attributed to the 6th Pay Commission's recommendations for pay scale adjustments, according to the study. Table-5 displays the details in this regard. This means that keeping an eye on employees' expenditures is an essential part of the job. There ought to be a work to adjust any ascent in labor costs in extending regions with investment funds in different regions by means of legitimization, fitting innovation, unbundling, and rethinking. table-8.

Table-7 The Indian Railways' Personnel Costs (Including pension) (Crores as a unit of measurement)

Year	Staff costs including Pensions Wages	Annual Growth Percent	Average(Wages/12)
2009-2010	418.40	-	-
2010-2011	480.43	14.83	40.04
2011-2012	511.47	6.068	42.63
2012-2013	564.99	9.47	47.08
2013-2014	651.15	15.24	54.27
2014-2015	732.69	12.52	61.06
2015-2016	734.99	0.31	61.25
2016-2017	833.11	13.34	69.43
2017-2018	858.02	2.99	71.50
2018-2019	910.68	6.13	75.89
2019-2020	1055.22	13.69	87.94
2020-2021	982.89	-7.58	81.91

Source :-In house Publication of Guntakal Railway Division

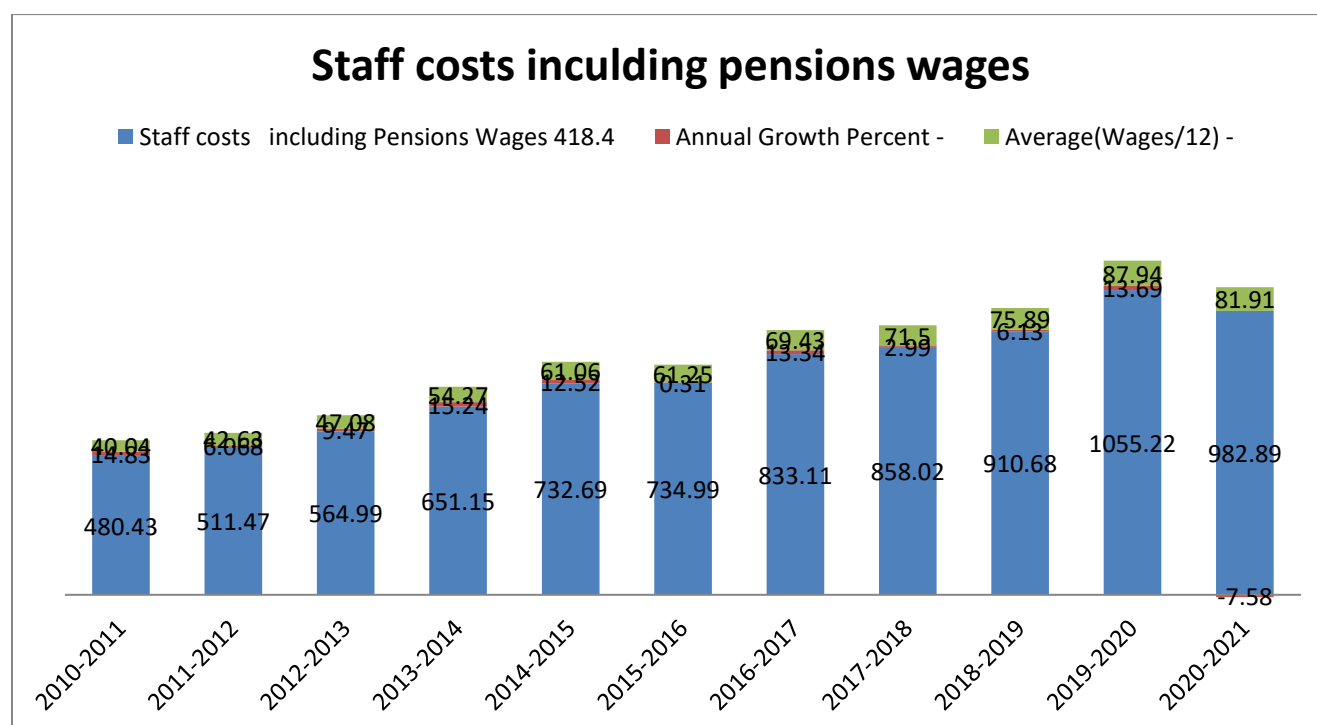


Figure 3: Guntakal division Staff costs including pensions wages with percentage

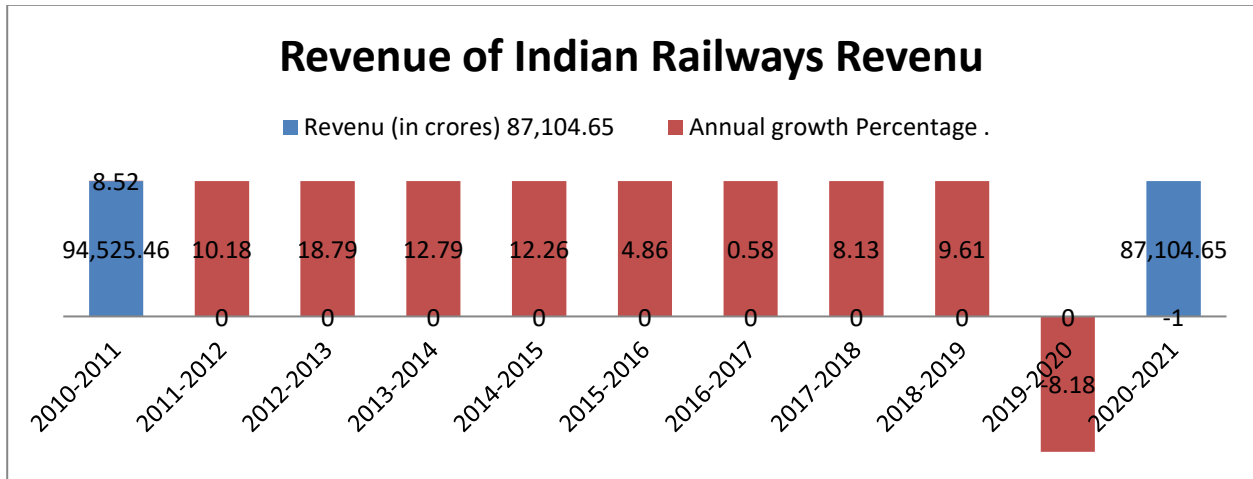


Figure:4 Revenue of Indian Railways Revenue with percentage

Table-8:Revenue from Indain train services

Revenue of indain railways		
Year	Revenu (in crores)	Annual growth Percentage
2009-2010	87,104.65	.
2010-2011	94,525.46	8.52
2011-2012	1,04,153.55	10.18
2012-2013	1,23,732.59	18.79
2013-2014	1,39,558.18	12.79
2014-2015	1,56,710.54	12.26
2015-2016	1,64,333.51	4.86
2016-2017	1,65,292.20	0.58
2017-2018	1,78,725.31	8.13
2018-2019	1,89,906.58	9.61
2019-2020	1,74,356.60	-8.18
2020-2021	87,104.65	-1.00

Source: Indian Railway Year Books

Figure 5, Annual compensation From Rs. 365.55 crores in 2009-2010 to Rs. 975.57 crores in 2020-21, average annual wages for railway personnel have climbed considerably. Average annual salary increase slowed to 2.35 percent in 2014-2015 from a high of 5.43 percent in 2013-2014. Here are some examples of tables: Tables 7 and 8.

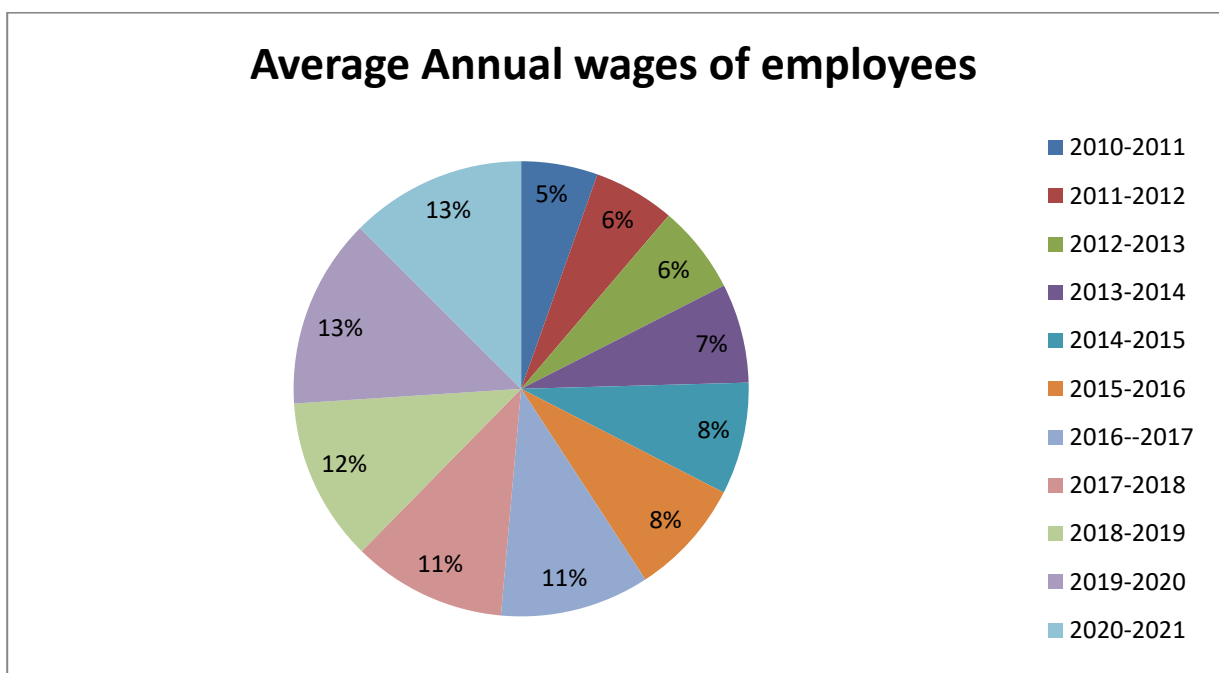


Figure 5: Average Annual wages of employees with percentage

Table9:-Employees' yearly median salary (Figures in crores)

Year	Wages	Average annual (wages /12) of employees	Average No. of employees	Annual Growth Percentage
2009-2010	365.55	-	-	-
2010-2011	423.68	35.31	14969	-3.83
2011-2012	450.55	37.55	14659	-2.07
2012-2013	489.23	40.77	14294	-2.48
2013-2014	549.42	45.79	15071	5.43
2014-2015	619.79	51.65	15426	2.35
2015-2016	645.02	53.75	15085	-2.21
2016--2017	826.12	68.84	14911	-1.15
2017-2018	851.29	70.94	14468	-2.97
2018-2019	904.50	75.38	13896	-3.95
2019-2020	1051.40	87.62	14058	1.16
2020-2021	975.57	81.30	14395	2.39

Source: - In house Publication of Guntakal Railway Division

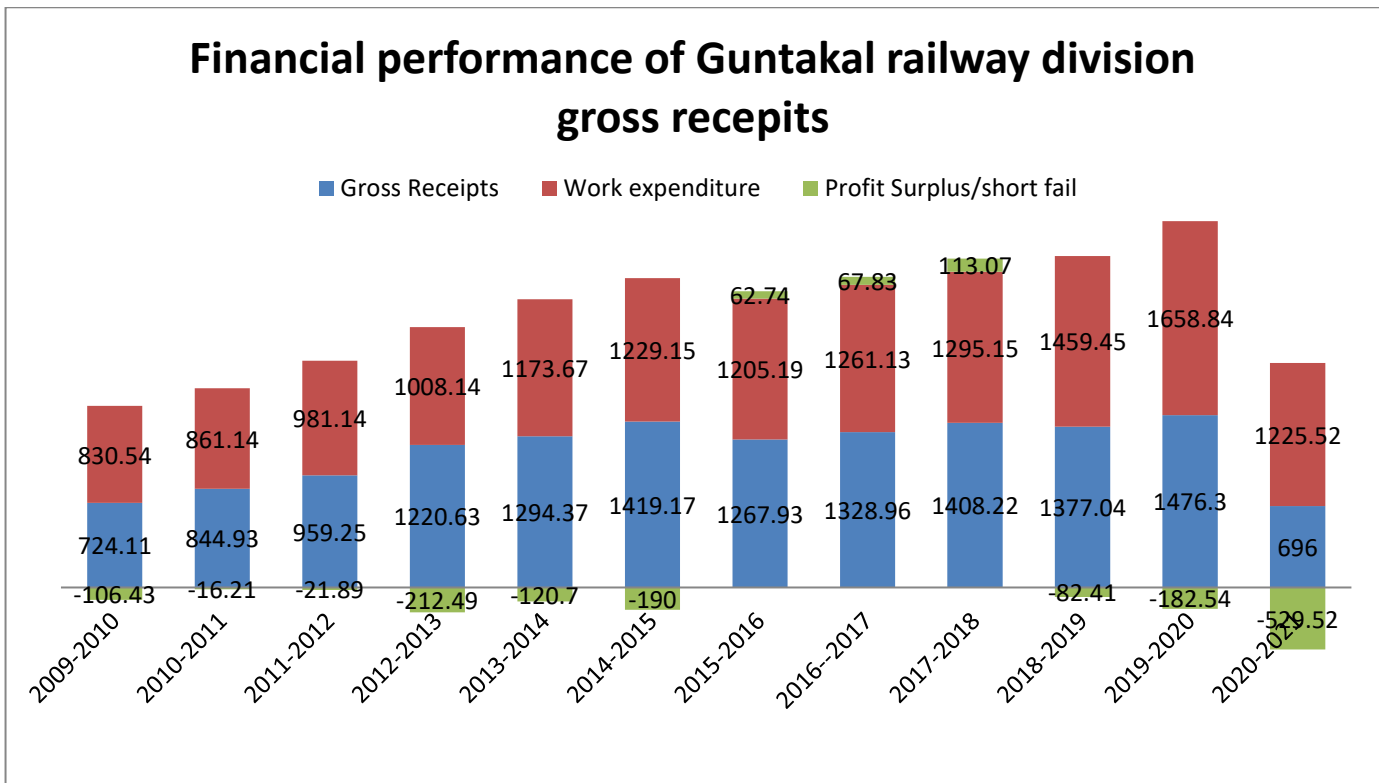


Figure 6: Financial performance of Guntakal railway division gross receipts

Table 10- Guntakal Railway's financial performance (Figures in crores)

Year	Gross Receipts	Work expenditure	Profit Surplus/short fail
2009-2010	724.11	830.54	-106.43
2010-2011	844.93	861.14	-16.21
2011-2012	959.25	981.14	-21.89
2012-2013	1220.63	1008.14	-212.49
2013-2014	1294.37	1173.67	-120.70
2014-2015	1419.17	1229.15	-190.0
2015-2016	1267.93	1205.19	62.74
2016--2017	1328.96	1261.13	67.83
2017-2018	1408.22	1295.15	113.07
2018-2019	1377.04	1459.45	-82.41
2019-2020	1476.30	1658.84	-182.54
2020-2021	696.00	1225.52	-529.52

Source : In house Publication of Guntakal Railway Division

4. FACTORS MEAN ANALYSIS FOR JOB SATISFACTION

4.1 Organizational factors Mean Analysis for Job Satisfaction

Perception towards job satisfaction of employees related to Organizational factors:-

The satisfaction in one's work is a subjective and complex phenomenon. Having this benefit improves both an employee's productivity and mental wellness. There are three main types of factors that contribute to one's level of contentment in their current position. There are three types of influence: organisational, group, and individual. Employee happiness on the workplace depends on a variety of organisational elements.

One of the most critical parts of every organization's approach to managing its employees is its promotion strategy. After a certain amount of time has been spent in a certain cadre, all employees want to be promoted to a higher one. Therefore, it is important to establish a transparent policy guideline for promotion to each cadre, since doing so fosters a positive work environment and boosts productivity. As such, a quick overview of IR's advertising practises is provided below. Job characteristics, job stability, working conditions, compensation, perks, management style, market and technological trends, government and cultural norms, and other variables may all be managed to improve employee contentment on the job. The following elements have been shown to have the greatest impact on employees' levels of work satisfaction.

Table-11 shows the average rating workers give to organisational characteristics in terms of their impact on job satisfaction. The table shows that recognition has a mean value of 4.46, followed by safety (4.45), on-time payment (4.39), salaries (4.37), challenges (4.36), security (4.35), policies (4.25), welfare (4.25), performance (4.22), skills (4.17), transparency (4.16), promotions (4.10), payments (4.10), benefits (4.04), working conditions (3.01), workload (2.34), and autonomy (1.93). The data in the table suggests that workers at Indian Railways believe their superiors take notice of and reward them for exceptional performance.

Job Satisfaction – Organizational Factors

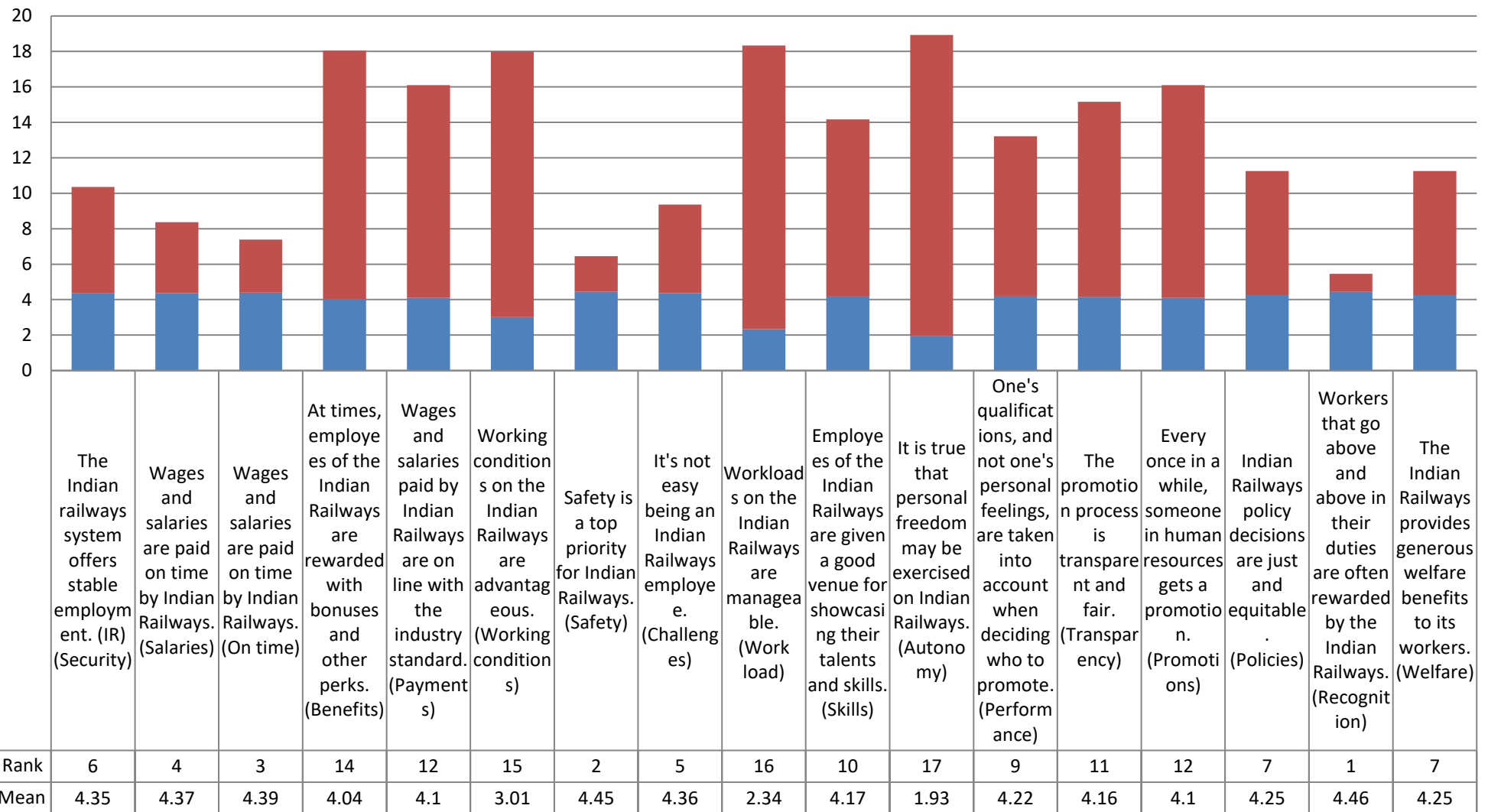


Figure 7:- Job Satisfaction – Organizational Factors

Table-11: An Employee's Views on Job Satisfaction as they Relate to the Organization factors

S.No	Job Satisfaction – Organizational Factors	Mean	Rank
1	The Indian railways system offers stable employment. (IR) (Security)	4.35	6
2	Wages and salaries are paid on time by Indian Railways. (Salaries)	4.37	4
3	Wages and salaries are paid on time by Indian Railways. (On time)	4.39	3
4	At times, employees of the Indian Railways are rewarded with bonuses and other perks. (Benefits)	4.04	14
5	Wages and salaries paid by Indian Railways are on line with the industry standard. (Payments)	4.10	12
6	Working conditions on the Indian Railways are advantageous. (Working conditions)	3.01	15
7	Safety is a top priority for Indian Railways. (Safety)	4.45	2
8	It's not easy being an Indian Railways employee. (Challenges)	4.36	5
9	Workloads on the Indian Railways are manageable. (Work load)	2.34	16
10	Employees of the Indian Railways are given a good venue for showcasing their talents and skills. (Skills)	4.17	10
11	It is true that personal freedom may be exercised on Indian Railways. (Autonomy)	1.93	17
12	One's qualifications, and not one's personal feelings, are taken into account when deciding who to promote. (Performance)	4.22	9
13	The promotion process is transparent and fair. (Transparency)	4.16	11
14	Every once in a while, someone in human resources gets a promotion. (Promotions)	4.10	12
15	Indian Railways policy decisions are just and equitable. (Policies)	4.25	7
16	Workers that go above and above in their duties are often rewarded by the Indian Railways. (Recognition)	4.46	1
17	The Indian Railways provides generous welfare benefits to its workers. (Welfare)	4.25	7

**4.2 Group Factors Mean Analysis for Job Satisfaction:-
Employees' Perceptions of Job Satisfaction in Relation to Group Factors:-**

Employees' job satisfaction perceptions in connection to turnover, absenteeism, and other group characteristics may have a direct or indirect impact on the day-to-day functioning of an organization's performance. It might refer to a single person or a group of people. The goals and rewards of the company and its employees are completely in sync. Employee motivation and progress may

be influenced by their level of job satisfaction. Group observation is an intriguing feature because it allows us to determine the gap between groups, identify the employee, and have a comprehensive idea of the degree and type of his work happiness. The study of work happiness contains important ideas. Job satisfaction, on the other hand, is a term that is always evolving. A wide range of factors play a role in determining how happy employees are at work, including the size of the group and supervision. In this sense, the following is described.

Job Satisfaction – Group Factors

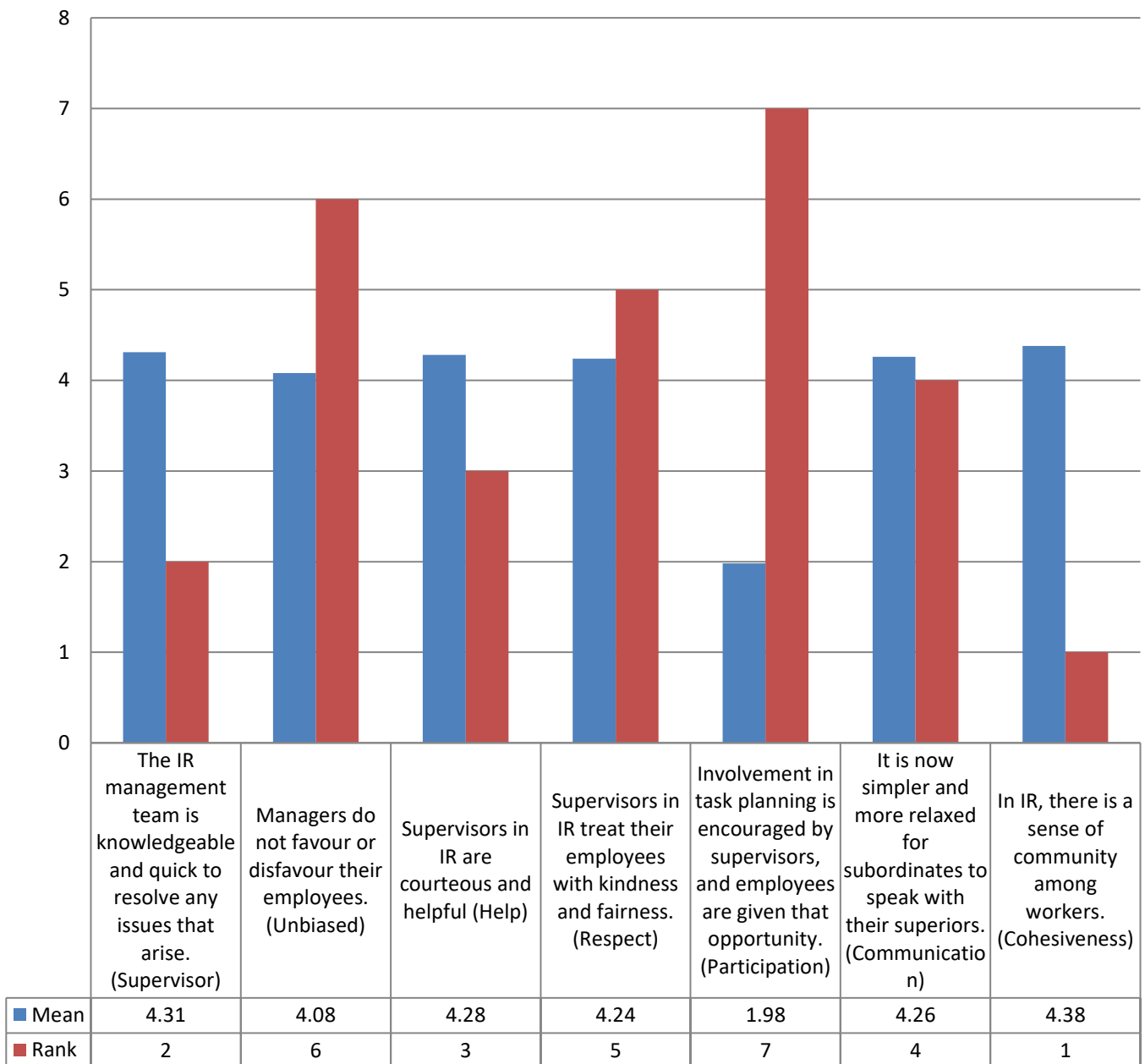


Figure 8: Job Satisfaction – Group Factors

Table- 12 Job satisfaction of employees relating to Group factors

S.No.	Job Satisfaction – Group Factors	Mean	Rank
1	The IR management team is knowledgeable and quick to resolve any issues that arise. (Supervisor)	4.31	2
2	Managers do not favour or disfavour their employees. (Unbiased)	4.08	6
3	Supervisors in IR are courteous and helpful (Help)	4.28	3
4	Supervisors in IR treat their employees with kindness and fairness. (Respect)	4.24	5
5	Involvement in task planning is encouraged by supervisors, and employees are given that opportunity. (Participation)	1.98	7
6	It is now simpler and more relaxed for subordinates to speak with their superiors. (Communication)	4.26	4
7	In IR, there is a sense of community among workers. (Cohesiveness)	4.38	1

Mean ratings of group-related elements that contribute to workers' overall job satisfaction are shown in Table-12.

Cohesiveness has the highest mean value of (4.38), followed by Supervisor (4.31), Help (4.28), Communication (4.26), Respect

(4.24), Impartiality (4.08), and Participation (4.08). (1.98). The table suggests that workers on the Indian Railways believe in the existence of group cohesion.

4.3 Personal Factors Mean Analysis for Job Satisfaction:-
Factors that affect the Perception towards Job Satisfaction in Relation to Personal Factors:-

When you're happy at work, you're happy at home. A person's level of satisfaction with their employment may be affected by

both good and negative feelings about their job. The degree to which people like their work varies greatly. While 'Variety of tasks to complete' may appeal to certain workers, others may not. Workplace contentment is influenced by a variety of personal and individual characteristics as well. Below, we provide some thoughts on the subject in a nutshell.



Figure 9: Job Satisfaction – Personal Factors

Table-13 Employees' feelings about their jobs are linked to their own characteristics.

S.No.	Job Satisfaction – Personal Factors	Mean	Rank
1	There are strong working relationships between the people in IR and their superiors (Relation with Superior)	4.26	4
2	Employees in IR have positive working relationships with their coworkers. (Relation with Subordinates)	4.27	3
3	Employees in IR are able to handle the pressures of their position. (Job stress)	2.86	7
4	There is an optimistic perspective among IR employees (Attitude)	4.33	1
5	Life satisfaction for employees is generally high. (Satisfaction)	3.99	6
6	An IR career affords a high social standing. (Social status)	4.32	2
7	The work-life balance of IR professionals is more stable than in many other fields. (Work life)	4.25	5

It is shown in Table 13 that workers' perceptions of job satisfaction are influenced by Personal variables. Social status

(4.32), relationship with subordinates (4.27), relationship with superior (4.26), work life (4.25), satisfaction (3.99), and job

stress (3.99) had the highest mean values (2.86). The table suggests that Indian Railways personnel have a favourable view of the organization.

5. SUGGESTIONS

1. The Indian Railways will recognise and reward employees that go above and above in terms of work ethic, punctuality, quality of work, and safety on the job.
2. It boosts morale by rewarding hard work and recognising employees for it. Findings from the study suggest that the Indian Railways should continue to provide bonuses for outstanding service.
3. The working conditions on the Indian Railways need to be improved, especially for transportation workers who are at risk for a wide range of illnesses. Therefore, it is suggested that IR make changes to the workplace that will benefit the health and happiness of those employed in the transportation sector.
4. As seen by its many training options, the Indian Railways clearly values safety as a top concern. As was previously said, it has also implemented several measures to prevent accidents like railway derailments and train fires. Regarding this matter, it is suggested that Indian Railway maintain its current safety practices and further enhance them.

6. CONCLUSION

Employee happiness is a critical indicator of business success. A happy worker is a benefit to every business since they boost output and efficiency. Employee dissatisfaction may have far-reaching consequences for businesses and their surrounding communities. Thus, in order to infer their degree of work satisfaction, managers must pay great attention to what their employees say and do while on the job. There are times when a more formal approach, like surveys or interviews, is needed in order to assess the degree of job satisfaction among a group of workers. The use of focus groups and online surveys to gauge consumer opinion are on the rise.

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