

Job Satisfaction and Employees Engagement - A Study among Employees in Indian Railways with Special Reference to Thiruvananthapuram Station

Discipline: Commerce

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Abstract

The intention of this study is to assess the satisfaction of employees in Indian Railways by analyzing multiple factors which affect their satisfaction levels. A representative sample was drawn from the 120 Group D staff who belong to the technical wing at Thiruvananthapuram Station. Out of the 150 questionnaires administered, 120 were filled and returned for analysis. Work contentment in relation to age and gender was analyzed using the Chi-Square statistical test. In the modern world, the extent of employee participation and the quality of work executed within an institution are instrumental to its growth and advancement. Any organization aiming for success should ensure that employee satisfaction is achieved at the highest possible level to drive development and growth within the institution.

Keywords: *Job satisfaction, Factors, Indian Railways, nature of work, work environment, job security.*

Introduction

Indian Railways, comes under the independent body of Ministry of Railways in Government of India, is crucial for the nation's development and in 2024, ranked 4th in the world by size of railway network among nations. A significant challenge in a developing country like India is the widespread problem of unemployment. Indian Railways, serves as the country's primary employer, assumes a lot of this responsibility alleviating however, not solving the issue. Even after contributing so much, railway workers face multiple problems like safety issues, poor management, lack of communication, and the need for modern technology or innovation all while having to deal with legal constraints. Impact from work means more than receiving a paycheck; satisfaction at work defines the amount of contentment and joy an employee has from the work performed and can be evaluated behaviorally, cognitively, and emotionally.

Job satisfaction is conventionally classified into two discrete categories: intrinsic and extrinsic; the former accounts for the implied attributes of the job itself, encompassing the particular duties and responsibilities undertaken, whereas the latter is shaped by exterior aspects such as the organizational environment, compensation, managerial practices, and interpersonal relationships within the workplace. Increased levels of job satisfaction produce favorable outcomes for both employees and employers, as this complex construct encompasses a plethora of emotional states and situational contexts (Muhammad Jahanzeb Khan, 2021). Empirical studies have consistently indicated that employees who report elevated levels of satisfaction are more likely to engage in optimal performance in the realization of organizational goals. Individuals who derive considerable gratification from their occupational engagements demonstrate improved punctuality, productivity, and dedication, which collectively contribute to an elevated sense of overall life satisfaction. For the purpose of increasing the level of job satisfaction and augment the performance indicators, organizations should establish adequate systems for career advancement, which may include better compensation, active participation in decision-making processes, and schemes designed to reinforce organizational commitment. Furthermore, the ensuring of job security, along with strong relationships with other people, is key in nurturing a conducive environment of job satisfaction.

There are a lot of factors that influence a person's loyalty to an enterprise including the nature of work supervision style, degree of job security, the recognition of contributions and the opportunities for career growth, retirement plans, profit-sharing schemes all greatly improves overall job satisfaction. These factors are considered as critical component of job satisfaction. Job satisfaction is a vital element that firms continuously measure because it has a substantial role on employee performance and retention rates. Dual-factor theory of Frederick Herzberg bifurcates the elements of job satisfaction into two types: motivators and hygiene factors. This division helps to explain clearly the intricacies of job satisfaction. Even though they play a significant role in minimizing dissatisfaction, hygiene factors—which include compensation, interpersonal workplace dynamics, hierarchical status and job security—do not directly accelerate job satisfaction. Instead, job satisfaction is significantly enhanced by motivators like achieving goals, recognition, job responsibilities, opportunities for career growth and personal development. Low motivation, low morale, high amount of stress, high rate of absenteeism and high employee attrition rates are the major outcomes of low-level job satisfaction.

Literature Review

- In the study conducted by Wasaf Inayat and Muhammad Jahanzeb Khan, "A Study of Job Satisfaction and Its Effect on the Performance of Employees Working

in Private Sector Organizations Peshawar” (2021) a strong relationship between occupational roles and job satisfaction constructs was identified. The findings of this study validated a connection between job satisfaction and the performance of employees, thus clarifying that contented workers give high productivity and provide considerable contributions to the development of their organizations. In view of the predominant economic and political chaos in Peshawar, the study emphasized the essentiality of nurturing employee motivation and satisfaction as a means to enhance overall performance.

- Ramesh Vaddi and Kumar Ashok (2023) examined in detail the sphere of job satisfaction within the Guntakal Railway Division. The findings explained that the employees show a strong sense of contentment regarding the high efficiency of the corporation, tied with a high level of trust in its leadership, though simultaneously, a considerable number of employees expressed spirits of being valued and recognized for their contributions.
- The study conducted by Ashok Kumar and Bala Nageswara Rao (2015) revealed that the Indian Railways presides over a wide-ranging manpower network, wherein a substantial portion of its operational expenditures is kept for employee compensation and supplementary staff costs, thus underlining the significant financial commitment required to support such a massive workforce.
- Naved Ahmad and colleagues (2014) examined the complex relationship between organizational commitment and performance of workers, with a specific prominence on the outcomes of employee welfare; the results explained a strong correlation between employee satisfaction and organizational commitment, thus postulating that employees who are satisfied as well as actively involved are inclined to show better efficiency in their areas of work.

Statement of the Problem

Indian Railway is the largest employer in the country that utilizes a lot of money on human capital accounting for the major share of its operational expenses. The development and maintenance of organizational behavior and the improvement of job satisfaction present this institution with a significant challenge. It is imperative for any organization to foster commitment and mitigate employee attrition. Additionally, by reducing unemployment and creating a large number of job opportunities Indian Railways greatly aid in the nation's economic development. A complex and multidimensional concept job satisfaction encompasses a range of feelings and viewpoints that differ from one employee to the next depending on their individual experiences and backgrounds. Understanding the subtleties of job satisfaction and how it affects employee

performance has become crucial in the context of an increasingly competitive workplace. The work environment safety and security peer and superior relationships management policies job duties and the sufficiency of necessary infrastructure are just a few of the many elements that together impact an employee's level of satisfaction and overall productivity within the company.

Objectives of the Study

1. To identify the major aspects of Indian Railway employees' jobs that make them feel satisfied.
2. To study how gender and job satisfaction are related.
3. To examine the relation between employees age and job satisfaction.

Scope of the Study

The extent of this study is confined to the job satisfaction and engagement of the Thiruvananthapuram Railway Station employees. This study primarily focuses on clarifying the various elements that affect job satisfaction the relationship between age and job satisfaction and the interaction between gender and satisfaction levels. Railway management policymakers and human resources departments stand to benefit greatly from the knowledge gained from this research project as they work to improve working conditions and create strategies for retaining employees.

Methodology

The study focuses on examining the complex relationship between age and job satisfaction the gender gap and its relationship to job satisfaction and the critical factors that influence employee satisfaction. A carefully planned questionnaire was created and distributed to the participants in order to achieve these goals. To determine satisfaction levels across a range of factors a quintuple-point Likert scale was used. Responses were classified as follows: 1 = Profoundly Dissatisfied 2 = Dissatisfied 3 = Indifferent 4 = Content and 5 = Profoundly Satisfied. Data was collected from a sample of 120 Group D railway employees in Thiruvananthapuram using the convenience sampling technique. The Chi-Square statistical test was employed to evaluate the relationship between age gender and job satisfaction metrics and to clarify the effects of different factors on job satisfaction.

Testing of Hypothesis

Null Hypothesis (H_0): There is no substantial variation in the perceived influence of various factors on job satisfaction. Alternative Hypothesis (H_1): There is a substantial variance in the perceived influence of various factors on job satisfaction.

Table1. Factors influencing job satisfaction

| S/ No: | Factors | HD | % | D | % | N | % | S | & | HS | % | Chi Square Value |
|--------|-------------------------------------|----|-------|----|-------|----|-------|----|-------|----|-------|------------------|
| 1. | Nature of the Work | 8 | 6.67 | 35 | 29 | 2 | 1.67 | 62 | 51.67 | 13 | 10.83 | 367.47 |
| 2. | Achievement and Recognition | 19 | 15.83 | 60 | 50 | 20 | 16.67 | 12 | 10 | 9 | 7.5 | |
| 3. | Personal Growth & Development | 28 | 23.33 | 41 | 34.17 | 14 | 11.67 | 29 | 24.17 | 8 | 6.67 | |
| 4. | Autonomy and Responsibility | 15 | 12.5 | 39 | 32.5 | 6 | 5 | 34 | 28.33 | 26 | 21.67 | |
| 5. | Work- Life Balance | 29 | 24.17 | 37 | 30.83 | 12 | 10 | 19 | 15.83 | 23 | 19.17 | |
| 6. | Compensation And Benefits | 12 | 10 | 8 | 6.67 | 9 | 7.5 | 52 | 43.33 | 39 | 32.5 | |
| 7. | Work Environment | 39 | 32.5 | 28 | 23.33 | 13 | 10.83 | 27 | 22.5 | 13 | 10.83 | |
| 8. | Job Security | 32 | 26.67 | 34 | 28.33 | 8 | 6.67 | 20 | 16.67 | 26 | 21.67 | |
| 9. | Supervision and Leadership | 44 | 36.67 | 48 | 40 | 5 | 4.17 | 11 | 9.17 | 12 | 10 | |
| 10. | Company Policies and Administration | 10 | 8.33 | 14 | 11.67 | 9 | 7.5 | 45 | 37.5 | 42 | 35 | |
| 11. | Workload and Stress Levels | 32 | 26.67 | 44 | 36.67 | 6 | 5 | 18 | 15 | 20 | 16.67 | |
| 12. | Work Relationships | 8 | 6.67 | 11 | 9.17 | 5 | 4.17 | 56 | 46.67 | 40 | 33.33 | |

For $df = 44$ at 5% level of significance, the critical value is approximately 66.8.

$$(\text{Degree of Freedom} - (c-1) (r-1) = (5-1) (12-1) = 44$$

Decision

The calculated Chi-Square statistic is 367.47, which is larger than the table value 66.8. So, the null hypothesis (There is no significant difference in the perceived influence of various factors on job satisfaction) is rejected and accept the alternative hypothesis (There is a significant difference in the perceived influence of various factors on job satisfaction.)

Table2. Demographic profile of the respondents (N=120)

| Sl. No. | Profile | Frequency | % |
|---------|-------------------------------------|-----------|----|
| 1. | Gender | | |
| | Male | 70 | 58 |
| | Female | 50 | 42 |
| 2. | Maritalstatus | | |
| | Married | 75 | 63 |
| | Unmarried | 28 | 23 |
| | Widowed | 8 | 7 |
| | Divorced | 9 | 8 |
| 3. | Age | | |
| | 25-35 | 27 | 23 |
| | 36-45 | 52 | 43 |
| | 46-55 | 35 | 29 |
| | 56-above | 6 | 5 |
| 4. | Education | | |
| | Secondary(10 th) | 16 | 13 |
| 5. | Seniorsecondary (12 th) | 34 | |
| | Graduation | 48 | 40 |
| | PostGraduation | 12 | 10 |
| 6. | Salarypermonth (Rs.) | | |
| | upto45,000 | 24 | 20 |
| | 45,001-50,000 | 56 | 47 |
| | Above50,000 | 40 | 33 |

Hypothesis -1 for Gender:**Table 3: Contingency table for Gender profile of the respondents (N=120)**

| Sl. No. | Factors effecting job satisfaction | 1 HD | 2 D | 3 N | 4 S | 5 HS | Row Total | Chi Square Value |
|---------|------------------------------------|------|-----|-----|-----|------|-----------|------------------|
| 1 | Gender Male | 2 | 4 | 5 | 18 | 41 | 70 | 18.65 |
| | Female | 9 | 6 | 10 | 11 | 14 | 50 | |
| | Column Total | 11 | 10 | 15 | 29 | 55 | N=120 | |

Degree of freedom=(R-1)(C-1)=(2-1)(5-1)=1x4=4 \div^2 calculated value = 18.65

Table Value=9.488 at 5% level of significance.

Decision

Calculated value (18.65) is greater than table value (9.488). So, null hypothesis is rejected i.e., There is no relationship between gender of the respondents and job satisfaction and accept the alternative hypothesis. So, it is concluded that gender has influenced the job satisfaction.

Hypothesis 2: Age and Satisfaction Level

Table4. Contingency Table for Age of the Respondents (N=120)

| Sl. No. | Factors effecting job satisfaction | 1 HD | 2 D | 3 N | 4 S | 5 HS | Row Total | Chi Square Value |
|---------|------------------------------------|------|-----|-----|-----|------|-----------|------------------|
| 3 | Age25-35 | 2 | 4 | 2 | 7 | 12 | 27 | 18.64 |
| | 36-45 | 8 | 5 | 20 | 7 | 12 | 52 | |
| | 46-55 | 4 | 5 | 5 | 10 | 11 | 35 | |
| | 56-above | 1 | 2 | 1 | 1 | 1 | 6 | |
| | Column Total | 15 | 16 | 28 | 25 | 36 | N=120 | |

Degree of freedom = $(R-1)(C-1) = (4-1)(5-1) = 3 \times 4 = 12$ calculated value = 18.64

Tabulated value = 21.026 (At 5% level of significance)

Decision

Here the calculated chisquare value is 18.64 is less than table value 21.026

Since the calculated Chi-square statistic was 18.64, which is less than this critical value, this confirms that we fail to reject the null hypothesis, indicating no significant association between age and job satisfaction at the 5% level.

Results and Discussion

- **Factors affecting Job Satisfaction**

This study focuses on the factors affecting job satisfaction among employees in Indian Railways. The following are the main descriptive findings for every factor.

The majority of workers are not happy in their positions. They are happy with the aspects of job satisfaction that are related to the nature of the work the work relationship the pay and benefits and the administration and policy of the company. Majority are dissatisfied with Supervision and Leadership.

- **Relationship between job satisfaction and gender**

When examining the level of satisfaction by gender it can be said that male employees are happier than female employees. Additionally, a strong correlation between job satisfaction and gender has been observed.

- **Relationship between job satisfaction and the age of employees**

Regarding the employees ages. Among the age category of 25-35 have highly satisfied with their job and the age category of 36-45 are dissatisfied with their job. Additionally, it is determined that age and job satisfaction do not significantly correlate.

Conclusion

One of the biggest challenges facing Indian Railways is the need to foster positive organizational behavior while also raising employee job satisfaction. All organizations want to reduce attrition rates while strengthening employee loyalty. The goal of this study was to clarify the various elements that affect job satisfaction in the railroad industry. The findings demonstrate that the majority of workers are satisfied with their jobs especially with regard to the intrinsic nature of their work and the compensation and benefits they receive. Additionally, the study finds a significant relationship between gender and job satisfaction but no significant relationship between age and job satisfaction measures was found. Interestingly compared to workers in other age groups those in the 25–35 age range expressed higher levels of job satisfaction. Despite these discoveries the analysis suggests that many factors influencing job satisfaction continue to be major issues for employees. Indian Railways must therefore take proactive steps to increase employee satisfaction. Enhancing employee morale and putting effective motivational techniques into practice will be essential to raising overall job satisfaction in the company.

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