

EMPLOYEES PERCEPTION ON WELFARE MEASURES AND JOB SATISFACTION IN INDIAN RAILWAYS (A STUDY WITH REFERENCE TO VISAKHAPATNAM DIVISION)

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ABSTRACT

Welfare measures keep the organization confidence levels and inspire the employees with job satisfaction. Employee welfare measures play an essential role on the effectiveness of workers, and to know that the workers are fulfilled with welfare facilities and help them to get influenced job satisfaction. Hence, organization needs implementation of welfare measures to secure the cooperation of workers with the purpose of increasing their performance and job satisfaction. Therefore the research objective is to understand various welfare amenities offered by the organization to keep workers happy and also the impact of welfare facilities on employee job satisfaction. The research was conducted using primary data collected from 100 respondents of employees working in Visakhapatnam Railway Station through questionnaire and secondary data through journals, company website etc. The statistical tool utilized for the study is t-test, ANOVA (f-test) to identify the employee welfare measure in the Indian railways towards employee job satisfaction.

Key words: Welfare measures, job satisfaction, Indian Railways.

Introduction

Employee welfare entails everything from services, facilities and benefits that are provided or done by an employer for the advantage or comfort of an employee. It is undertaken in order to motivate employees and raise the productivity levels. In most cases, employee welfare comes in monetary form, but it doesn't always bend that way. Other forms of employee welfare include housing, health insurance, stipends, transportation and provision of food. An employer may also cater for employees' welfare by monitoring their working conditions.

Employee welfare includes the schemes that benefit the employees working in the company. Although it is a costly procedure for the companies yet it is needed as it helps in the overall development of the employees. The employee welfare schemes act as a morale booster. When the employees get an appreciation for what they do, it helps in increasing the work efficiency of the employees. In order to form a competitive environment in the organization, it must provide employees with opportunities. The competitive edge in the work environment can only help in getting the required work from the employees. Whenever any company or firm expects extra work from its employees, it should also be given extra benefits to the employees, then only the timely results could be achieved by the organization. The employees when benefited, results in good industrial relations too. Not just the work output is good, but also the amiable relations are built by the employees when encouraged through various welfare schemes. These schemes invite more employees within an organization. This

is one of the good ways of recruiting employees. The benefits to the employees urge the other employees to work better. It creates a competitive edge and helps in the growth of the employees. The employees work hard if they are given extra benefits. Therefore, welfare measures are not only benefit to the employees' development but also benefit to the organization development.

Welfare measures followed by Indian Railways

In this research, it has been found that the Indian railways always give first priority to look after the welfare of their employees. Here the researcher shared some of the welfare measures which play a crucial role in reducing employees' occupational stress.

a) Medical Facilities: Indian Railways always cares about the employees' health conditions in and out working conditions of employees. The Indian Railways maintains a sophisticated hospital in Visakhapatnam along with dispensaries which contain well advanced equipment for treatments along with well experienced specialist doctors and nursing staff. It also conducts health camps for general check up frequently on a periodic basis. Indian Railways also refers some private hospitals for their employees and their families who are under severe conditions with free treatment. In this context, the employees will always be self-assured and self-motivated in improving their working efficiency and productivity. And, these medical facilities can act a technique for Indian Railways to reduce their employees' occupational stress.

b) Social Security Schemes: The researcher states that the Social Security Schemes like "Insurance Schemes, Provident Fund Scheme, Pension Scheme, Settlement of Terminal Benefits in respect of accident or natural death cases, Group Gratuity Scheme with LIC of India, Ex-Gratia, Matching Grant, Dependent Employment, Sports and Recreational Facilities – are the future assured programs provided by Indian Railways to their employees which helps them to reduce their workplace stress and improve their efficiency and productivity in working environment.

c) Welfare Amenities: Indian Railways also provide a stress-free working environment by giving proper amenities to their employees which includes insurance schemes, medical aid, supply of essential commodities, recreational facilities, educational facilities, housing, etc. These amenities make employees to feel assured better working conditions for both employees and their families which lead to reduce occupational stress.

Need for the Study

Welfare measures incorporate something that is ruined the solace and change of staff and is given over and on top of the wages. Welfare measures keep the confidence levels and inspiration of the employees. To recognize whether employee welfare facilities play an essential function on the effective of workers, and to know the workers are fulfilled with welfare facilities will help them to get influenced job satisfaction. Hence, organization needs implementation of welfare measures to secure the cooperation of workers with the purpose of increase the performance and employee job satisfaction. The participation of specialists is potential just when they are totally fulfilled by their organization and work place of the employment. This strengthens their feel of belonging and responsibility towards the organization. So the study is undertaken to know the welfare facility of Indian Railways and its impact on employee job satisfaction.

Objectives

- To study the perceptions of Indian Railway employees on the welfare measures followed by their organization.
- To find out the job satisfaction levels of Indian Railway employees
- To analyze the job satisfaction of the Indian Railway employees with reference to welfare measures in the organization.

Methodology

The main aim of this study is to find out the impact of welfare measures in Indian Railways on the job satisfaction of employees. In this regard a pre-designed questionnaire was developed and collected data from 100 respondents. Random sampling method has been considered to collect data from the sample respondents who are working in various department in Visakhapatnam Railway Station. Visakhapatnam railway station is a major railway station located in Visakhapatnam, Andhra Pradesh, India. The railway station falls under the South Coast Railway zone of Indian Railways. The station is a terminal station; trains must go back the same way as they come. With many trains arriving at the same time platforms are not always available. The station is spread over an area of 103,178 m² (1,110,600 sq ft), maintained by 222 employees under various departments. The station has 08 platforms and all the tracks are broad gauge and electrified.

In this context the researcher wants to acknowledge the empirical response of subjects, who are regular employees of Visakhapatnam Railway Station. In this connection the investigator has prepared pre-designed questionnaire to acquire the perceptions from the employees through statements relating to welfare measures followed by the Indian Railways and their impact on job satisfaction of the employees. The questionnaire is constituted with three areas and each area consisted with number of statements. The first one is personal details of the sample respondents where gender, age and designation considered as independent variables and in the remaining two areas the first one is perceptions of respondents on welfare measures followed by the Indian Railways and the second one is perceptions of respondents on job satisfaction. These two areas are considered as dependent variables and each one constituted with 10 statements. The statements in the dependent variables measured with Likert's five-point-scale method and the total score was considered to study the objectives. After computing the data the score of individual items tested with the SPSS software and results of each variable presented in the following tables.

Data analysis

In the part of investigation the researcher administered a perceptual study with a pre-designed questionnaire on the persons who are regular employees of Indian Railways and working at Visakhapatnam Railway Station. While the main objective of the study is to find out the welfare measures followed by Indian railways and job satisfaction of the employees at Visakhapatnam Railway Station, the data was collected and processed for results by applying t-test and ANOVA tests to achieve the results. Here the following tables present the tested results of the data.

Table-1: Distribution of sample respondents working at Visakhapatnam Railway Station

| Independent variables | Gender | Frequency | Percent |
|-----------------------|----------------|------------|--------------|
| Gender | Male | 50 | 50.0 |
| | Female | 50 | 50.0 |
| | Total | 100 | 100.0 |
| Age group | 20-30 years | 28 | 28.0 |
| | 31-40 years | 34 | 34.0 |
| | Above 40 years | 38 | 38.0 |
| | Total | 100 | 100.0 |
| Designation | Administration | 37 | 37.0 |
| | Functional | 28 | 28.0 |
| | Technical | 35 | 35.0 |
| | Total | 100 | 100.0 |

According to the Table-1 it shows that the investigator has taken equal samples from both male and females employees working at Visakhapatnam Railway Station, where 50 males and 50 females were considered in the present study. The age-wise distribution of the respondents showed in the above tables indicates that more than one-third of the respondents have been covered in the age group of 31-40 years (34.0%) and above 40 years (38.0%) of age-groups. And the remaining samples are in the age group of 20-30 years (28.0%). The designation-wise distribution of the respondents shows that 37.0 percent are working in administration department, 28.0 percent are working in functional department and 35.0 percent are working in technical department.

Table-2: Perceptual score differences between male and female respondents towards welfare measures and job satisfaction in Indian Railways

| Variables | Gender | N | Mean | Std. Deviation | Std. Error | t-value | p-value |
|------------------|--------|----|-------|----------------|------------|---------|---------|
| Welfare measures | Male | 50 | 9.46 | 2.187 | 0.309 | 2.311* | 0.023 |
| | Female | 50 | 8.46 | 2.140 | 0.303 | | |
| Job satisfaction | Male | 50 | 14.80 | 2.740 | 0.388 | 1.050 | 0.296 |
| | Female | 50 | 14.26 | 2.389 | 0.338 | | |

*Significant at 5% level.

The perceptions of the respondents on welfare measures of Indian Railways and job satisfaction of employees indicate from the above table that the average perceptual score of male employees towards welfare measures (9.46) and job satisfaction (14.80) found higher than female who perceived 8.46 in welfare measures and 14.26 in job satisfaction. While the tested t-value for awareness (2.311) is significant at 5% level, the tested t-value for job satisfaction (1.050) is not significant. This infers that the male respondents are having more positive towards welfare measures which leads to more job satisfaction, whereas, on the other hand while females perceived less in welfare measures observed less job satisfaction than their counterpart males.

Figure -1

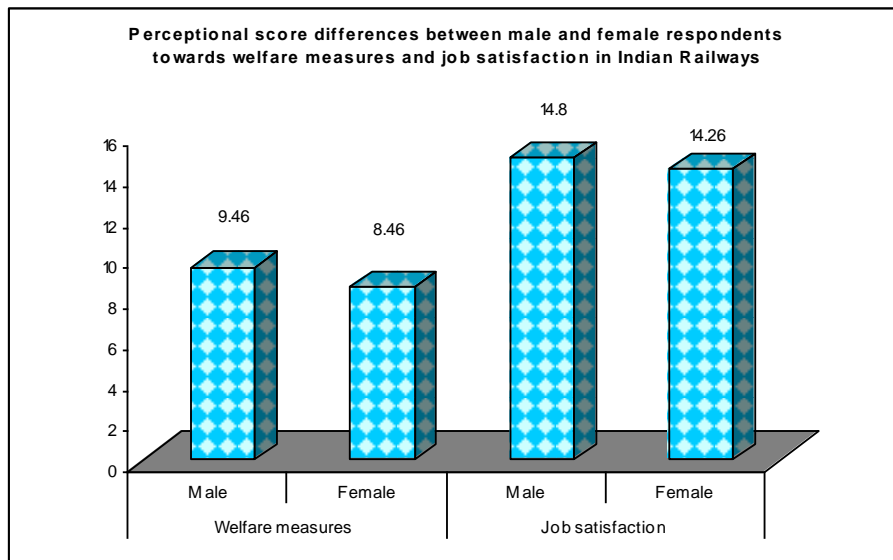


Table-3: Perceptual score differences among various age-group respondents on welfare measures and job satisfaction in Indian Railways

| Variables | Age | N | Mean | Std. Deviation | Std. Error | f-value | p-value |
|------------------|----------------|-----|-------|----------------|------------|----------|---------|
| Welfare measures | 20-30 years | 28 | 9.07 | 2.071 | 0.391 | 3.891* | 0.043 |
| | 31-40 years | 34 | 8.56 | 1.418 | 0.243 | | |
| | Above 40 years | 38 | 9.24 | 2.813 | 0.456 | | |
| | Total | 100 | 8.96 | 2.211 | 0.221 | | |
| Job Satisfaction | 20-30 years | 28 | 13.61 | 1.586 | 0.257 | 40.261** | 0.000 |
| | 31-40 years | 34 | 13.29 | 1.767 | 0.303 | | |
| | Above 40 years | 38 | 17.29 | 2.447 | 0.463 | | |
| | Total | 100 | 14.53 | 2.572 | 0.257 | | |

*Significant at 5% level; **Significant at 1% level.

The Table-2 analyses the perceptual score differences on welfare measures of Indian railways and job satisfaction of employees among different age group respondents. Here in this table the average perceptions of above 40 years (9.24) age group persons on welfare measures found significantly higher than 31-40 years (8.56) and 20-30 years (9.07) age group persons. On the other hand the average perceptions of above 40 years (17.29) age group persons on job satisfaction also found significantly higher than 31-40 years (13.29) and 20-30 years (13.61) age group persons. In both the cases the higher age group persons perceived more welfare measures and more job satisfaction in Visakhapatnam railway station and the difference in the perceptions among different age group persons found significant because the calculated f-values are 3.891 and 40.261 respectively. This is because while the welfare measures and job satisfaction among the employees in Visakhapatnam railway station found high among the persons with higher age groups which determining the performance of Indian Railways.

Figure - 2

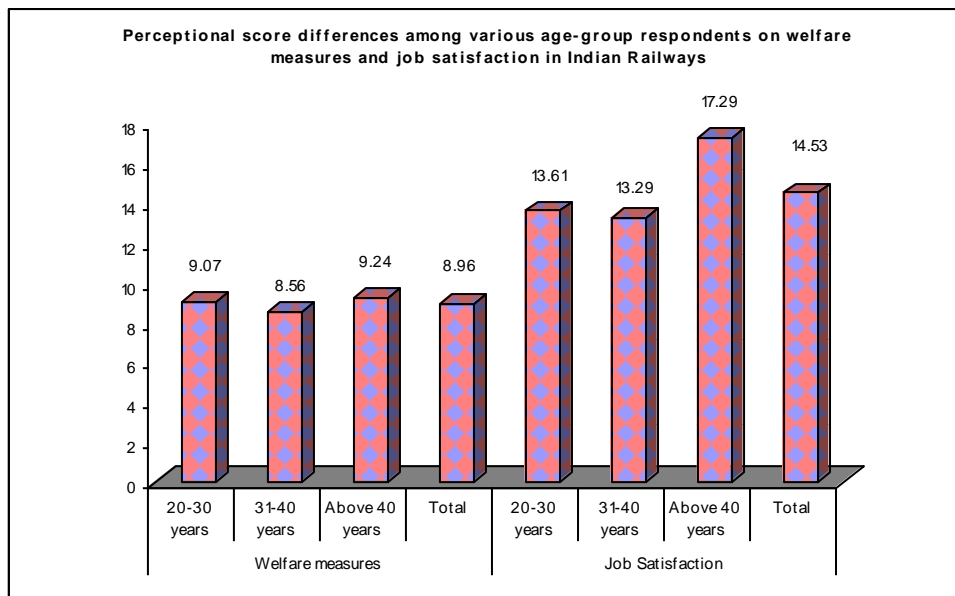


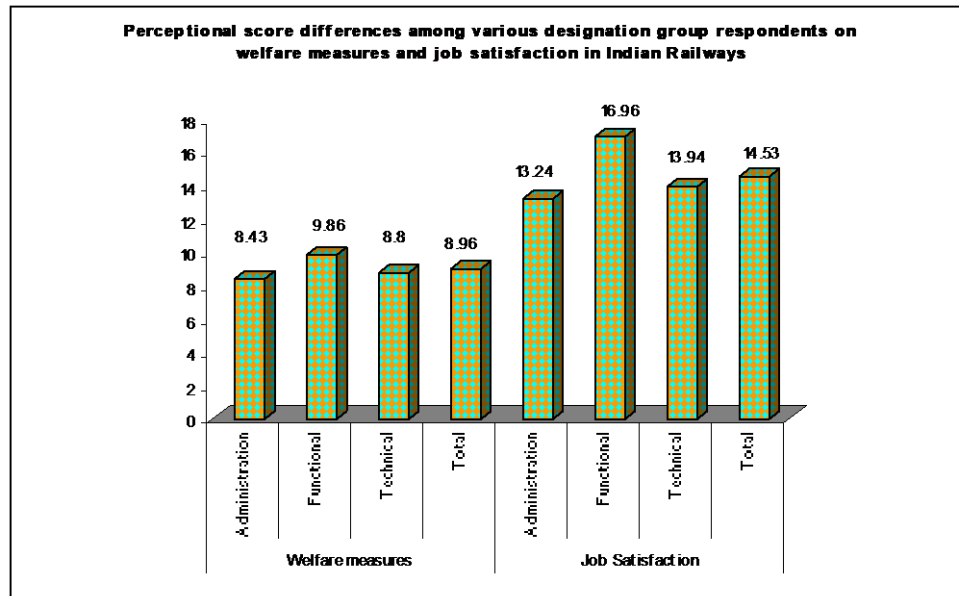
Table-4: Perceptual score differences among various designation group respondents on welfare measures and job satisfaction in Indian Railways

| Variables | Designation | N | Mean | Std. Deviation | Std. Error | f-value | P-value |
|------------------|----------------|-----|-------|----------------|------------|----------|---------|
| Welfare measures | Administration | 37 | 8.43 | 0.987 | 0.162 | 3.634* | 0.030 |
| | Functional | 28 | 9.86 | 3.205 | 0.606 | | |
| | Technical | 35 | 8.80 | 2.012 | 0.340 | | |
| | Total | 100 | 8.96 | 2.211 | 0.221 | | |
| Job Satisfaction | Administration | 37 | 13.24 | 1.480 | 0.243 | 27.916** | 0.000 |
| | Functional | 28 | 16.96 | 2.822 | 0.533 | | |
| | Technical | 35 | 13.94 | 1.893 | 0.320 | | |
| | Total | 100 | 14.53 | 2.572 | 0.257 | | |

**Significant at 1% level, *Significant at 5% level.

The perceptual scores on welfare measures of Indian Railways and job satisfaction of employees in Visakhapatnam railway station are distinguished among various designation group respondents is presented in the Table-4. Here in this table the average perceptual score of functional group employees (9.86) on welfare measures found significantly higher than administration group employees (8.43) and technical group employees (8.80). On the other hand the average perceptions of functional group employees (16.96) on job satisfaction found significantly higher than administration group employees (13.24) and technical group employees (13.94). In both the cases the functional group employees perceived higher than administration group employees and technical group employees, because the calculated f-values are 3.634 and 27.916 respectively. This infers that while there is more satisfaction of welfare measures found in the organization among the functional group employees reflects on their job satisfaction which indicates more and while the welfare measures found less among administration and technical group employees shows less in their job satisfaction.

Figure - 3



Conclusion

In the study it is found that employees are provided with required welfare measures by the organization. Majority of the employees responded that they are happy and satisfied with all the amenities provided to them. A welfare measure provide support and creates a sense of belongingness towards the organization. The study of Perceptions of employees on Welfare measures and job satisfaction in Indian Railways infers that male respondents are more positive than female respondents towards the welfare measures provided to them and Job Satisfaction. It is also observed that the respondents with higher age groups are very much satisfied with the Welfare measures and their job. It is also found that more satisfied employees are found in functional groups than administrative group. Therefore the welfare measures create a sense of belongingness and act as a morale booster which not only lead to higher productivity but also makes the employees most satisfied.

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