

An Analysis of Job Satisfaction and their Impact on Organisational, Group Factors with Reference to Transportation and Commercial Department Staff in Indian Railways

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Abstract

Guntakal Railway Division employee satisfaction fascinates me. There is a high degree of employee satisfaction with the company's results. People in the firm have a good impression of it. There is a general understanding and trust in the organization's strategy and leadership. Employees, for the most part, are well-appreciated for the work they do. There will be no shortage of trains if they give their employees a respectable salary. Employees must work together as a family to accomplish the organization's objectives. Everyone has a steady supply of chances to show off their talents and get praise for their efforts. The higher echelons of the company are quite approachable. We're interested in Guntakal Railway Division employee happiness. For the most part, workers are happy with the outcomes of their work. Workers have a positive perspective on the organization. A considerable lot of the organization's laborers know about and trust the organization's arrangement. For the vast majority of employees, their efforts are compensated enough. Railways that offer a good compensation to their employees will continue to operate. Employees must share responsibilities and strive toward common objectives, just like they would in a family. People are continually offered opportunity to display and be recognised for their ability. The upper management of the company are quite accessible.

Key words: Commercial Department employees, Employees, Guntakal Railway Division, Guntakal, Job Satisfaction, Indian Railway, Transportation Department employees

Introduction

In India's railway system, the Guntakal Division is a vital part of it. South India's entryway to the rest of the country is located here. Dharmavaram's key characters, Kadapa, Renigunta, and Yerraguntla, symbolise the seven Andhra Pradesh revenue districts in this division. The town of Guntakal is served by Guntakal Junction, a rail route station in the Anantapur locale of Andhra

Pradesh. The Guntakal piece of the South Coast Railway is additionally found close by. The Mumbai-Chennai, Vijayawada-Marmagova, and Guntakal-Bengaluru train lines all converge at this station, which likewise works as an intersection.

It is one of the four divisions of South Coast Railways (SCR) Zone of the Indian Railways, which incorporates the Guntakal Railway Division. At the divisional level, Guntakal goes about as the central command, though at the zonal level, Visakhapatnam does as such. To cover the entire Bg line division, the Guntakal Division utilizes Uni Gauge. In 1956, the Southern Railway zone constructed the Guntakal division. On October 2, 1977, this zone was moved toward the South Coast Railway zone, which was laid out on February 27, 2019. This covers all of India, including Karnataka and Tamil Nadu. In 1871, when the Madras Indian Railway joined the Great Indian Peninsular Railway and stretched out the line from Raichur to Mumbai and Chennai, there were 1,676 mm (5 ft 6 in) wide trains. From 1888 and 1890, the Maharatna Southern Railway developed a meter line among Vijayawada and Juntakal. The Guntakal-Bangalore Railway was finished somewhere in the range of 1892 and 1893. During the year of 1893, the Guntakal-Mysore Frontier Railway was established. Operations were overseen by SMR Railway.

As of 08-05-2020, the total route kilometres covered by the guntakal division were 1451.90. Divisional A-1-category station is only one of 134 Class B-category, Class C-category, and Class F-category stations in the division; the remaining 20 are Class F-category stations. In this segment, there are no "C" stations. 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 falls within the umbrella of the term "attitude."
3. Job satisfaction affects a person's abilities and energy levels.
4. In other words, it might be either beneficial or bad. High or low, it is possible to convey it.
5. One's emotional state of mind is connected to job satisfaction

ORGANISATIONAL FACTORS

A lot of elements inside the organisation have an impact on the level of work satisfaction among employees. An organization's job satisfaction may be improved by organising and controlling particular components.

GROUP FACTORS

The size of the gathering and the degree of management essentially affect the degree of employee satisfaction.

Need and importance for the Study

1. In the Indian Railways(IR), the Guntakal rail division is responsible for 134 railway stations and 14,3000 employees. The Guntakal railway station, which employs 3115 people, is the largest of the 134 stations
2. A few of the many fields in which these experts operate include civil and mechanical engineering, transportation and commercial engineering, electrical engineering, and human resources management.
3. The safety and security of Indian Railway's carriage of people and commodities is dependent on the efforts of its transportation and commercial divisions, and both are important to the company's financial health.
4. To get a better understanding of employee work satisfaction in connection to variables such as group factors and Organisational Factors variables.
5. To find out whether the transportation and commercial divisions' workers are happy or unhappy in their jobs.
6. To learn about the different actions implemented by the IR authorities to improve employee work satisfaction, as well as the extent to which these efforts have been effective.
7. Make suitable and relevant recommendations to the IR authorities in order to improve employee work satisfaction.

Reviews Related to Job Satisfaction

Ashok Kumar and Bala Nageswara Rao, (2015) The assertion claims that Indian railroads are the most expensive in terms of human resources and expenditures associated with staff (workers on rolls plus pension). Employees account for more than 61% of total operating expenditures.

Aswathappa K According to the book "Organizational Behavior," job satisfaction refers to how happy people are in their jobs. According to him, an employee's positive outlook on their job contributes to their sense of well-being at work. Dissatisfaction is the result of having a bad attitude.

Sarma V.S Veluri In his book(2009), "Organizational Behavior," He goes into great detail on the subject of work satisfaction. Job satisfaction, according to him, can't be quantified objectively because of its intangible character. By implication, we employ the rating scale, individual meetings, patterns seen and the fundamental episode method.

Steven L Mc. Shane et al(2009), As indicated by "Authoritative Behavior," work fulfillment is an assessment of the evident work sees, the work environment, and the positive encounters of working. As indicated by their contention, laborers who are happy with their work are bound to have an uplifting perspective on it due to their perceptions and profound reactions.As per Jennifer M. George and Gareth Jones in their book Understanding and Managing Organizational Behavior, work satisfaction is one of the most fundamental and generally around focussed on factors in legitimate behaviour.Personality, ethics, work bliss and the perspectives on others are indispensable.

Naveed Ahmad et al (2014) Researchers looked at how contented workers were in relation to their organisations' commitment and how well they performed on the job. It became out that there was a favourable correlation between company commitment and employee satisfaction. For both individual and organisational success, employee satisfaction is linked.

Ritu Garg and Dr. Sameer Sharma et al (2018) People and their viewpoints are critical to an organization's competent success, thus a board of investigation of human assets is essential at this time. According to the responses of both categories of workers, redistributed representatives are less happy with their jobs.As a result, they should be given the same benefits and motivation as normal

workers. In addition, for their professional growth, limited time methods and preparation programmes should be developed for them. Finally, the administration should provide consolation and inspiration to re-appropriated representatives in order to increase their degree of activity fulfilment.

Singh AP and Sadhana Singh (2009) examined the impact of factors such as stress and company culture on employee well-being. Overall happiness (at work and in management) is positively linked to positive stress at work, whereas happiness in one's personal life is favourably linked to positive stress (job and management).

Vaddi.Ramesh, Dr.Ashok KumarKatta (2022), The Guntakal Railway Division's workers' happiness is a fascinating topic to me. Most of the company's workers are pleased with the results. It's reasonable to conclude that the majority of people are aware of and trust the company's plan. Most workers are rewarded for their hard work. Railroads who pay their employees well will remain in business. Similarly to how members of a family work together to accomplish a shared objective, workers in a company should do the same. Each and every day people are given the chance to show off their talents and get praise. The highest levels of government are easy to get in touch with.

Vaddi.Ramesh, Dr.Ashok KumarKatta (2022), It is the whole of all elements that have a huge affect on an individual's capability to do any given work and their authentic output that contributes to job satisfaction. Job pride factors originate and develop each outdoor (non controllable) and internally (controllable) in the working individual's surroundings. Employment pride is the whole of all physiological, psychological, and conditional elements that both fulfill or dissatisfy a worker with his or her work. Findings on job pride have implications for evaluating, thinking, behaving, and feeling. The intention of this learn about is to check out various factors of work happiness, difficulties, and corrective strategies impacting railway personnel working in the Guntakal Division of the indian railways' south central railway division. The Guntakal Division of indian railways is placed on the vijayawada route. Guntakal is the administrative centre for six districts' railway requirements. Divisional Railway Manager (DRM) in Guntakal is the predominant administrative and regulatory body.

Vaddi.Ramesh, Dr.Ashok KumarKatta (2022), There are countless elements that make contributions to an individual's capacity to do any given job and their authentic output. External and interior elements make a contribution to job satisfaction, which might also be influenced by means of the working individual's environment. True, job pride might also have each superb and horrific results on the individual, the firm, and the nation. In order to decide if an worker is cosy with his or her employment, we appear at a range of physiological, psychological, and environmental elements. Emotional, cognitive, behavioural, and evaluative repercussions of job delight results. For this study, the fundamental goal is to check out how a range of job delight elements and challenges have an effect on railway employees in the Guntakal Railway Division of India's South Central Railway.

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–(Date:29.10.2021)

Category - Group -A,B,C,D

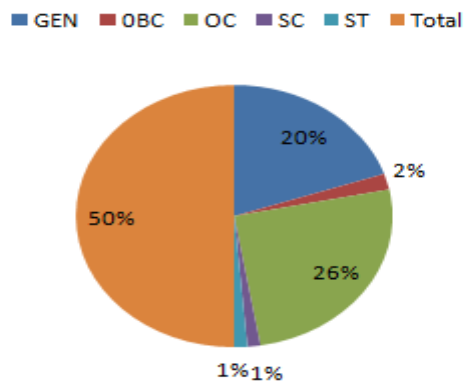


Figure 1: Category wise Guntakal Division's workforce employees

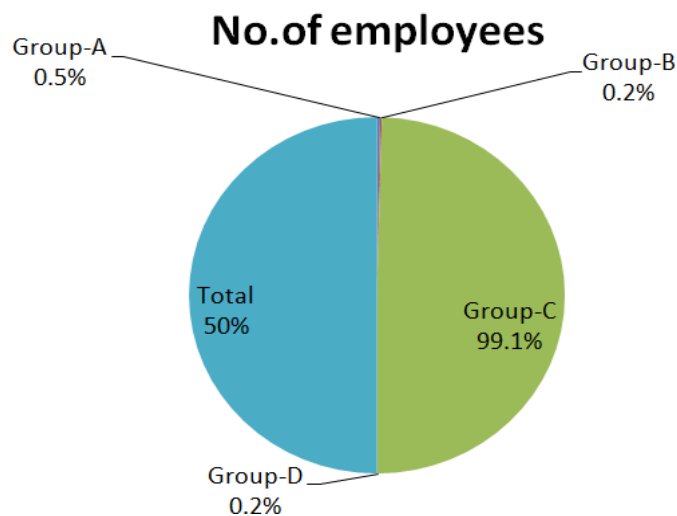


Figure 2: Guntakal railway division Employees with percentage

Figure 1,2, 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 2021-2022, 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.

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 –(Date:29.10.2021)

Employees of the Guntakal Railway Station

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 3 and Table 4 include the data.

Table 3:- Personnel from Guntakal Railway Station/Junction

Guntakal Station 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 : Guntakal Railway Division's In-House Publication – (Date:29.10.2021)

Table 4:- Guntakal Railway Station/Junction Human Resources

Category employees	No.of employees	Percent
Group-A	52	1.669
Group-B	26	0.834
Group-C	3036	97.463
Group-D	01	0.0321
Total	3115	100

Source :In house Publication of Guntakal Railway Division–(Date:29.10.2021)

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-6.

Staff costs including Pensions Wages

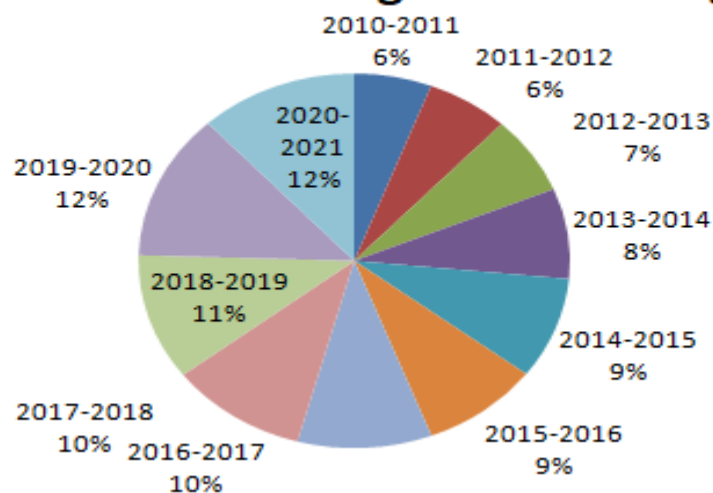


Figure3: Guntakal division Staff costs including pensions wages with percentage

Table-5 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 –(Date:16.09.2021)

Revenue of indain railways Revenu (in crores)

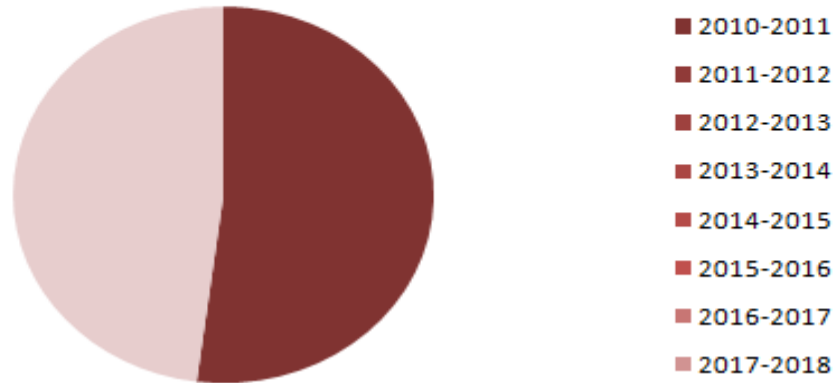


Figure:4 Revenue of Indian Railways Revenu with percentage

Table-6: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–(Date: 16.09.2021)

Figure 4, Wages on a yearly basis Railway workers' average yearly earnings have risen steadily from Rs. 365.55 crores in 2009-2010 to Rs. 975.57 crores in 2020-2021. In 2014-2015, the yearly growth rate of average annual salaries was 2.35 percent, with a peak of 5.43 percent in 2013-2014. Tables 7 and 8 are two examples of tables.

Average annual wages of employees

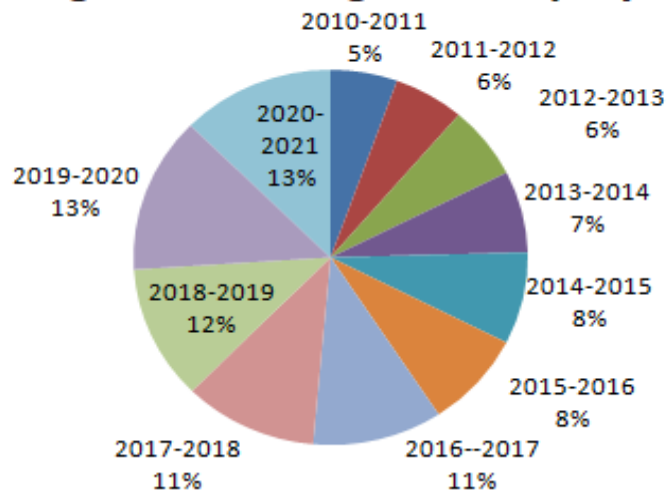


Figure 5: Average Annual wages of employees with percentage

Table7:-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 – (Date: 16.09.2021)

Financial performance of Guntakal Railway division Gross Receipts

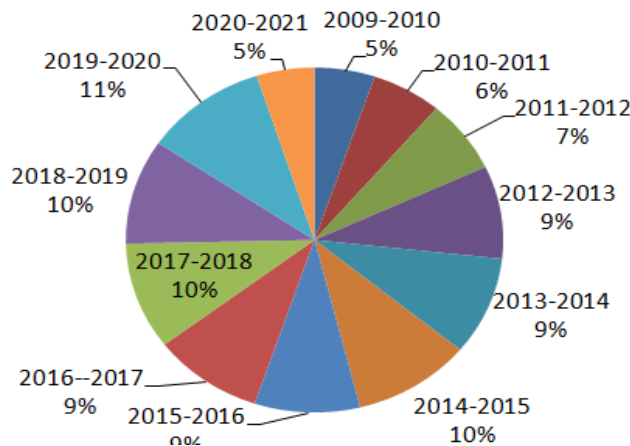


Figure 6: Financial performance of Guntakal railway division gross receipts

Table 8:- 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–(Date:16.09.2021)

STATEMENT OF THE STUDY

The study's goal is to determine employee work satisfaction at Guntakal railway station, Anantapur District, Andhra Pradesh. The topic on job satisfaction is chosen due to two important reasons. The first one is that employees of transport department such as drivers, assistant drivers, guards etc. spend most of their time away from home. Further, they work in odd hours including night shifts. The second one is that commercial department employees are always busy with their work due to heavy passenger turnout and heavy freight traffic in this station.

METHODOLOGY

This study relies on primary and secondary data collection. This is a work that describes, compares, and analyses. Descriptive analysis was used in this study to suit the research's requirements. The

work satisfaction of the transport and commercial divisions is determined by comparing numerous characteristics. In the research area, we examine the obstacles that keep people from being satisfied at work and the steps that may be taken to raise morale in the transport and commercial divisions. Several characteristics have been found by the researcher as having an influence on job satisfaction. The questionnaire, interview technique, and observation method were all employed in this research. The Hypotheses are used to test the research's findings. The information gathered has been organised according to the goals. The data is then subjected to statistical procedures in order to get analytical findings. For the full study, S.P.S.S. was applied.

Sample Size

Table-9,10,11,Number of Employees at Guntakal Division total Work force like Department Wise.The study acquired samples from the Guntakal railway station's Transport and Commercial divisions, which reflect different populations. In certain circumstances, population sampling must be done in a systematic and uniform manner. Table-12At Guntakal Railway Junction/Station, 3115 people are employed. 134 of the station's 423 workers were in the transportation department as of October 29, 2021, while 125 were in the commercial department. 212 individuals from the transportation office and 63 individuals from the business office are chosen as a component of the review. Commercial officers (clerks) work in the commercial division, whilst pilots (pilots) operate in the transportation division. People who work in the transportation and business sectors are included in Table 13, along with the sample size. table-14,table-15 For ease of use, the transit and commercial areas of Guntakal Station have been divided into many categories.

Table 9:-The Guntakal Division's workforce

Gender	Group-A	Group-B	Group-C	Group-D	Total
Female	12	2	1087	0	1101
Male	64	40	13091	4	13199
Total	76	42	14178	4	14300

Source: Guntakal Railway Division's in-house publication – (Date:29.10.2021)

Table 10:- The 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	42	14178	4	14300

Source: Guntakal Railway Division's in-house publication – (Date:29.10.2021)

Table: 11 Number of Employees at Guntakal Division total Work force like Department Wise

Department	Group-A	Group-B	Group-C	Group-D	Total
Accounts	2	2	70	0	74
Gen.Admn	6	4	46	0	56
Commercial	1	0	327	0	328
Engineering	9	14	4129	2	4154
Electrical	4	8	1059	1	1072
Mechanical	8	3	4359	1	4371
Medical	31	2	332	0	365
Operating	6	5	2547	0	2558
Personnel	0	1	156	0	157
S & T	5	2	620	0	627
Stores	1	1	54	0	56
Security	3	0	479	0	482
Total	76	42	14178	4	14300

Source: Internal publications of the Guntakal Railway Division- (Date:29.10.2021)

Table 12 :- Guntakal Railway Station/Junction Human Resources

Guntakal Station 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

Table-13:-Department-wise sample size particulars of Guntakal Railway junction/station

Sl. No.	Department wise manpower	Manpower (In number)	Sample size taken (50%)
1	Transportation department employees	423	212
2	Commercial department employees	125	63
Total		548	275

Source: In-house publications of Guntakal Railway Division

Table 14:- Human Resource of Guntakal Railway Station/ Junction (Transport Department)

Guntakal Station Transport Department								
Group-A		Group-B		Group-C		Group-D		Total
Females	0	Females	0	Females	52	Females	0	52
Males	4	Males	4	Males	363	Males	0	371
Total	4	Total	4	Total	415	Total	0	423

Source: In-house publications of Guntakal Railway Division(Date:29.10.2021)

Table 15:- Human Resource of Guntakal Railway Station/ Junction (Commercial Department)

Guntakal Station Commercial Department								
Group-A		Group-B		Group-C		Group-D		Total
Females	1	Females	0	Females	21	Females	0	23
Males	0	Males	0	Males	103	Males	0	103
Total	1	Total	0	Total	124	Total	0	125

Source: In-house publications of Guntakal Railway Division(Date:29.10.2021)

Toolused

1. In organisational factors & group factor, a mean analysis for job satisfaction was performed. Organizational features have an effect on employees' feelings of contentment at work.
2. Multi-variable job satisfaction is difficult to measure. It enhances both the work experience and the emotional health of employees. There are three broad categories of elements that influence job contentment.
3. Personal, organisational, and collective elements all have a role in the success of an organisation. A number of factors inside the company have an impact on the level of happiness among employees at their jobs. A company's promotion policy is a critical component of its overall people management strategy. In the service, every employee is looking for better working conditions, such as promotion to a higher cadre after a set period of time in the current cadre.
4. Since the great workplace and expanded productivity of the association are worked with by a reasonable arrangement guideline on advancement to every unit, it is essential to have such a policy in place.
5. In light of this, the following section provides a brief overview of IR's marketing strategies. Variables such as the type of work performed, the level of job security, the working environment and compensation, leadership style, economic conditions and technological advancements as well as governmental regulations can all have an impact on an organization's ability to further develop representative prosperity. For a company's workforce to be happy, the following factors must be present:

Employees' perceptions of job satisfaction in relation 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.

Table-16: Employees' perceptions of job satisfaction in relation to organisational factors

S. No	Job Satisfaction – Organizational Factors	Mean	Rank
1	There is stability in employment with the Indian Railways. (Security)	4.35	6
2	Pay and perks at the Indian Railways are among the best in the country. (Salaries)	4.37	4
3	Indian Railways pays wages and salaries on schedule (On time)	4.39	3
4	Indian Railways pays bonuses and other benefits on a regular basis. (Benefits)	4.04	14
5	Indian Railways pays wages and salaries that are comparable to those provided by other transportation companies. (Payments)	4.10	12
6	On Indian Railways, working conditions are favourable. (Conditions of employment)	3.01	15
7	Indian Railways lays a high priority on safety (Safety)	4.45	2
8	It is a demanding job to work for Indian Railways. (Challenges)	4.36	5
9	In Indian Railways, a high volume of work is tolerated (Work load)	2.34	16
10	Railway workers in India have an opportunity to showcase their abilities and qualifications. (Skills)	4.17	10
11	Individual liberty exists in Indian Railways (Autonomy)	1.93	17
12	Based on the promoter's fitness, promotions are produced, not on the basis of favouritism (Performance)	4.22	9
13	Promotional methods are transparent and fair (Transparency)	4.16	11
14	There are frequent promotions in human resources. (Promotions)	4.10	12
15	The policy choices made by the Indian Railways are fair and equitable. (Policies)	4.25	7
16	Indian Railways gives special recognition and rewards to its top-performing employees. (Recognition)	4.46	1
17	Welfare benefits are provided to employees of Indian Railways. (Welfare)	4.25	7

Table-16 depicts a link between employee job satisfaction and organisational characteristics. Payroll (4.37), Challenges (4.36), Security (4.35), Policies (4.25), Welfare (4.25), Performance (4.17), Skills (4.17), Transparency (4.17), Performance (4.17), Skills (4.17), Transparency (4.17). (4.16) Promotions (4.10), Benefits (4.04), Working Conditions (3.01), Workload (2.34), and Autonomy (4.04) are all factors to consider (1.93) Employees of the Indian Railways believe that their good work is recognised and rewarded.

Table- 17 Job satisfaction of employees relating to Group factors

S.No.	Job Satisfaction – Group Factors	Mean	Rank
1	Supervisors in IR are competent and solve job related problems promptly (Supervisor)	4.31	2
2	Supervisors are unbiased towards their subordinates (Unbiased)	4.08	6
3	Supervisors in IR are considerate and helpful (Help)	4.28	3

4	Supervisors in IR treat their subordinates with respect and dignity (Respect)	4.24	5
5	Supervisors allow subordinates to participate in the planning of work (Participation)	1.98	7
6	Subordinates can communicate with their supervisors with ease and comfort (Communication)	4.26	4
7	Group cohesiveness exists in IR (Cohesiveness)	4.38	1

inside the company. There is a substantial correlation between cohesion and the table-17 overall mean value of 4.38, which is followed by Supervisor at 4.31, Help at 4.28, Communication at 4.26, Respect at 4.24 and Unbiased at 4.08. (1.98). According to the data in the table, Indian Railways workers believe that the organisation has a strong sense of togetherness.

Suggestions

1. One of the responsibilities of the division's commercial section is to ensure that the stations, goods sheds and parcel offices, booking and reservation offices, catering units and the ticket-checking organisation run well. As a result, IR's commercial division will be able to hire more female workers.
2. Activities such as railway operation, rescue operations in accidents, civil construction, mechanical labour, and so on demonstrate a strong sense of group cohesion. Furthermore, it is recommended to have frequent meetings with groups and teams who are concerned so that cohesion is reinforced.
3. IR is well-liked by employees. As a result of their good attitude, workers are more likely to have a positive outlook on their roles at work. An employee skill-building initiative that shows workers that management cares about their performance and ability to take on additional tasks has been proposed to IR.
4. Employees in IR report high levels of happiness with their work and personal lives. In addition, IR personnel are conscious of their role in the nation's progress and development. As a result, overall employee happiness in IR is high. Employees are more content with their occupations when they are reminded often of the company's successes and contributions to the greater good. This recommendation is made to the IR's leadership.

Conclusion

For an organization's success, job satisfaction plays a vital role. As a result, a happy employee adds to the company's overall productivity and success. Worker dissatisfaction may have a negative impact on productivity as well as society as a whole. The administrators' work satisfaction may be measured by giving cautious consideration to what their representatives say and do at work. Formal interviews or surveys may be used to measure the level of work satisfaction among groups of employees. Both focus groups and online surveys are becoming more popular options.

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