



ISSN: 0975-833X

## REVIEW ARTICLE

### PERFORMANCE OF INDIAN RAILWAYS TOWARDS EMPLOYEES JOBSATISFACTION WITH REFERENCE TO VIJAYAWADA DIVISION

<sup>\*</sup><sup>1</sup>Katta Ashok Kumar and <sup>2</sup>Dr. Ch. Bala Nageswara Rao

<sup>1</sup>Research Scholar and Assistant Professor of Management at the Saveetha University, 162, Poonamallee High Road, 600077, Chennai, India

<sup>2</sup>Professor and Director of Saveetha School of Management Studies, Saveetha University, 162, Poonamallee High Road, 600077, Chennai, India

#### ARTICLE INFO

##### Article History:

Received 21<sup>st</sup> November, 2014  
Received in revised form  
14<sup>th</sup> December, 2014  
Accepted 07<sup>th</sup> January, 2015  
Published online 28<sup>th</sup> February, 2015

##### Key words:

Indian railway employees,  
Employee job satisfaction.

#### ABSTRACT

Employee Satisfaction in Vijayawada Railway Division is very much interesting topic for me. Most of the employees are satisfied with this company performance. Company has a very good image among its employees. Most of the employees know organizations strategy; they have confidence in its leadership. Most of the Employees are getting appropriate recognition for their contribution. Railways providing fair salary to its employees further work. Organization is like a family where employees have to put share of responsibilities and work in accordance with the organization goal. People always get chance to show their talents and get recognized. Management is quite approachable.

Copyright © 2015 Katta Ashok Kumar and Dr. Ch. Bala Nageswara Rao. This is an open access article distributed under the Creative Commons Attribution License, which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

#### INTRODUCTION

The Railways came into Southern part of India in 1856. The Madras and Southern Maratha (MSM) Railway was opened to public on 01-07-1856 with headquarters in Madras. The Bezwada District was part of MSM Railway, the other districts being Rayapuram and Podanur. The Regional Transportation Superintendent (RTS) was in charge of the MSM Railway with Rayapuram as headquarters and the District Transportation Superintendent (DTS) was in charge of the Bezwada District. Subsequently, the MSM Railways was amalgamated with Southern Railways in 1951. After the integration of Madras and Southern Maratha Railways, South Indian Railways and Mysore State Railways came into existence on 14-04-1951 and Vijayawada division was formed as one of the eight divisions of Southern Railways on 16-05-1956. On formation of South Central Railway zone in 1966, Vijayawada division became part of it. The Vijayawada Division forms a vital link in the network of Indian railways. It is the threshold to South India and connects East, South, West and North. The Vijayawada Division spreads over seven revenue districts of Andhra Pradesh namely Nellore, Prakasam, Guntur, Krishna, West Godavari, East Godavari and Visakhapatnam.

**\*Corresponding author: Katta Ashok Kumar**

Research Scholar and Assistant Professor of Management at the Saveetha University, 162, Poonamallee High Road, 600077, Chennai, India.

The total route kilometers of the Vijayawada division as on 31-03-2010 are 956.56. The division has a total of 161 stations out of which one is A-1 category station, 14 are A category stations, 11 are 'B' category stations, 13 are 'D' category stations, 69 are 'E' category stations and the remaining 53 are 'F' category stations. There are no 'C' category stations in this division.

#### Review of literature

**Schermerhorn et al.** in his book, "Organizational Behavior" defined job satisfaction as the degree to which individuals feel positively or negatively about their jobs. It is an attitude or emotional response to ones tasks as well as to the physical and social conditions of the work place. Amber Raza in his paper, "Impact of Occupational Stress on Job Satisfaction: A Survey based on Coping Mechanism" measured the impact of occupational stress on job satisfaction in the pharmaceutical units based in Korangi industrial area. The study revealed that stress level among supervisors in the pharmaceutical companies is moderate while the stress level among workers is high. The study also showed that there was a reduction in the stress level of individuals who were using effective coping mechanisms.

**Manjula and Srinivasan** in their paper investigated the relationship between occupational stress and job satisfaction

among information systems personnel. It shows that certain stressors like fear of obsolescence, lacunae in training, time pressure and technical constraints acted as significant predictors of job satisfaction among information systems personnel. The study further showed that job satisfaction is high among information systems personnel who experienced less occupational stress when compared to their counterparts who have experienced high levels of stress.

**Sarma V.S Veluri** in his book, "Organizational Behavior" discussed the concept of job satisfaction in detail. According to him, Job satisfaction is an intangible, qualitative and psychological variable and it cannot be measured directly. It is measured indirectly by using rating scale method, personal interviews, observation of tendencies and critical incident method.

**Steven L Mc. Shane et al.** in their book, "Organizational Behavior" felt that job satisfaction is an appraisal of the perceived job characteristics, work environment, and emotional experiences at work. According to them satisfied employees have a favorable evaluation of their jobs, based on their observations and emotional experiences.

**Jennifer M. George** and **Gareth Jones** in their book, "Understanding and Managing Organizational Behavior" said that job satisfaction is one of the most important and well-researched attitudes in organizational behavior. It is determined by personality, values, the work satisfaction and social influence.

**Aswathappa K** in his book, "Organizational Behavior" defined Job satisfaction as the general attitude of the employees towards their jobs. According to him, when the attitude of an employee towards his or her job is positive, there exists job satisfaction. Dissatisfaction exists when the attitude is negative.

### Structure of vijayawada railway division

Indian Railways for administrative control and train operations divided itself into 16 zones, which are further sub divided into 68 divisions. The divisions are the level that deal with the public like issue of tickets, booking goods and parcels, day to day train running, and maintenance of assets like rolling stock, permanent way, signaling etc. The divisions also deal with periodic overhauling of the rolling stock. Further, the day to day income and expenditure are also monitored by these divisions. For effective administrative and technical control, the divisional headquarters are in regular contact with all important points on the division. The Vijayawada Division can aptly be described as the conduit between the North and the South and also a link between the East and the West Coast. It has served the purpose of a catalyst for the industrial, agricultural and the social development of the region it serves. It is to be noted that each division works under the overall control of Divisional Railway Manager. The DRM is assisted by one or two Additional Railway Managers who in-turn is / are assisted by divisional officers who act as In-charges for each discipline either in the junior administrative grade or in the senior grade scale. Division is one of the busiest divisions of the Indian Railways, it operates more than 100 Mail / Express

trains, 130 passenger trains, and more than 150 goods trains every day. It carries more than 2.5 lakh passengers every with Vijayawada station alone handling 35,000 passengers a day, also an originating loading of more than 7 Metric Tonnes (MTs) every year. The Division has Main line electric Multiple Units (MEMUs) Diesel Electric Multiple Units (DEMUs) serving as the fast passenger trains and reducing the time of journey.

### Human resources of vijayawada railway division

Vijayawada division is one of the largest railway divisions of IR under the control of South Central Railway Zone. The division employs as many as 18,688 people in different capacities. These people can be broadly classified into two types such as gazette (Group 'A' and 'B' cadre) and non-gazetted (Group 'C' and 'D' cadre) employees. In this regard, the human resources of the division in terms of different categories of employees during 2009-10 have been presented in Table 1. The table shows that Group 'C' and Group 'D' cadre employees together account for more than 99 percent while Group 'A' and 'B' cadre employees constitute less than one percent.

**Table 1. Human resources of Vijayawada Railway Division**

Category of employees	No of employees	Percent
Group A	69	0.37
Group B	68	0.36
Group C	14,418	77.15
Group D	4,133	22.12
Total	18,688	100

Source: In-house publications of Vijayawada Railway Division

### Human resources of vijayawada railway station

Vijayawada Railway Division consists of 161 railway stations with a total manpower of 18,688 employees out of which as many as 8,029 people are employed in Vijayawada Railway station alone. In the total manpower of this station / junction, Group C and D category employees together constitute as high as 98.68 percent while Group A and B cadre employees constitute a meager 1.32 percent. Table 2 presents the details.

**Table 2. Human Resources of Vijayawada Railway Station / Junction**

Category of employees	No of employees	Percent
Group A	59	0.73
Group B	47	0.59
Group C	6,667	83.04
Group D	1,256	15.64
Total	8,029	100

Source: In-house publications of Vijayawada Railway Division

### Employees costs

Staff related costs (staff on rolls plus pension) are the highest in Indian railways. The staff related costs are more than 61 percent of the ordinary working expenses. The staff costs of IR have increased from Rs. 15,610.6 crore in 1998-99 to Rs. 51,236.8 crore in 2009-10 and the annual growth rate fluctuated between a low of 1.98 percent in 2001-02 and a high

of 54.46 percent in 2008-09. It is pertinent to note that the human resources of IR declined by 22.57 percent between 1998-99 and 2009-10 while staff costs rose by 228.22 percent during the same period. The annual growth rate of staff costs is very high in 2008-09 and 2009-10 due to the revision of pay scales as per the recommendations of 6<sup>th</sup> pay commission. Table 3 is indicative of the details. Hence, a tight control on staff expenditure is therefore an inherently desirable fundamental requirement. The objective should be to balance any increase in manpower in areas of growth by corresponding reductions in other areas by rationalization, introduction of appropriate technology, unbundling and outsourcing.

**Table 3. Staff Costs of Indian Railways (Including pension)**

<b>(Rs. In Crores)</b>		
Year	Staff costs (Including pension)	Annual growth
1998-99	15,610.6	-
1999-2000	16,288.7	4.34
2000-01	18,841.4	15.67
2001-02	19,214.1	1.98
2002-03	19,914.8	3.65
2003-04	20,928.4	5.09
2004-05	22,552.7	7.76
2005-06	23,920.0	6.06
2006-07	24,159.1	1.00
2007-08	25,892.3	7.17
2008-09	39,993.4	54.46
2009-10	51,236.8	28.11

Source: Indian Railways Year Books

#### Average annual wages

The average annual wages of railway employees have increased continuously from Rs. 98,731 in 1998-99 to Rs. 378,781 in 2009-10. The annual growth rate of average annual wages varied between a low of 2.21 percent in 2006-07 and a high of 56.27 percent in 2008-09 Table 4 and Table 5.

**Table 4. Average annual wage of employees**

<b>(In Rupees)</b>		
Year	Average annual wage of employees	Annual growth Percent
1998-99	98,731	-
1999-2000	102,948	4.27
2000-01	121,281	17.81
2001-02	126,167	4.03
2002-03	133,967	6.18
2003-04	145,040	8.26
2004-05	158,140	9.02
2005-06	170,014	7.50
2006-07	173,799	2.21
2007-08	186,070	7.05
2008-09	290,784	56.27
2009-10	378,781	30.22

Source: India Railways Year Books

**Table 5. Financial performance of Vijayawada Railway division**

Year	Gross receipts	traffic	Working expenditure	Surplus / short fall
2006-07	789.00		661.70	127.30
2007-08	891.70		695.95	195.75
2008-09	1132.03		906.93	225.1
2009-10	1498.00		1099.20	398.81
2010-11	2003.88		1088.94	914.94

Source: In-house publications of Vijayawada Railway Division

## REFERENCES

- Amber Raza, 2007. "Impact of Occupational Stress on Job Satisfaction: A Survey on Coping Mechanism" Published by Excel books, New Delhi, 2007, on behalf of Bharti Dhasan Institute of management, Tiruchirpalli, pp. 3-30.
- Aswathappa, K. 2010. "Organizational Behavior", Himalaya Publishing House, Mumbai, pp. 213-244.
- Jennifer, M. George and Gareth Jones, 2009. "Understanding and Managing Organizational Behavior", Pearson education, New Delhi, pp. 82-95
- Manjula, P.S. and Srinivasan, P.T. 2007. "Occupational Stress and its relationships with job Satisfaction among Information Systems Personnel", Published by Excel books, New Delhi, on behalf of Bharat Dasan institute of Management, Tiruchirapalli, pp. 65-78.
- Sarma, V.S. Veluri, 2009. "Organizational Behavior", Jaico Publishing House, New Delhi, pp. 488-497.
- Schermorhorn, Hunt, and Osborn, 2007. "Organizational Behavior" Wiley India Private Limited, New Delhi, pp. 143-145.
- Steven, L, Mc. Shane, Mary Ann Von Glinow and Radha R. Sharma 2009. "Organizational Behavior", Tata McGraw Hill Education Private Limited, New Delhi, pp. 132-134.
- www.growingscience.com/msl

\*\*\*\*\*