

# **Project Dissertation Report on**

## **EMPLOYEE SATISFACTION IN MINISTRY OF RAILWAYS**

**Submitted By:**

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## **CERTIFICATE**

This is to certify that this project report titled Employee Satisfaction in Ministry of Railways has been prepared by Vaibhav Dogra of MBA 2020-22 batch, Delhi School of Management and submitted to Delhi School of Management, Delhi Technological University, Bawana Road, Delhi-42 in partial fulfilment of the requirement for the award of the Degree of Masters of Business Administration. As per the student, it is an original work conducted by him. The report has been submitted to faculty on May 4, 2022 as part of Major Research Project of 4th Semester. The semester had started on 4<sup>th</sup> January 2022. During the semester, student has not given any update to the faculty on the progress of report.

As per the plagiarism report submitted by student, plagiarism level of the report is 7%.

**Signature of Guide**

**Signature of Head (DSM)**

**Seal of Head**

**Place:**

**Date:**

## **DECLARATION**

I, Vaibhav Dogra, student of MBA Batch 2020-22, of Delhi School of Management, Delhi Technological University, Bawana Road, Delhi – 42, hereby declare that the project report Employee Satisfaction in Ministry of Railways submitted in partial fulfilment of Degree of Masters of Business Administration is the original work conducted by me.

The information and data given in the report is authentic to the best of my knowledge.

This report is not being submitted to any other University, for award of any other Degree, Diploma or Fellowship.

The report has been submitted to faculty on 4<sup>th</sup> May, 2022 as part of Major Research Project of 4<sup>th</sup> Semester. The semester has started on 4<sup>th</sup> January, 2022. During the semester, I have not given any update to the faculty on the progress of report.

**Place:** Delhi

**Name:** Vaibhav Dogra

**Date:** 4<sup>th</sup> May, 2022

## **ACKNOWLEDGEMENT**

I would like to express my sincere gratitude towards my Guide, Mr. Chandan Sharma (Assistant Professor), Delhi School of Management, DTU) for his approval of report submitted to him on 4<sup>th</sup> May, 2022 by me for partial fulfilment of Degree of Masters of Business Administration.

My sincere gratitude goes out to my colleagues whose participation in the project gave many valuable inputs for its completion.

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## **Executive Summary**

*A content demeanour and behaviour on the part of the employees, briefly known as Employee or Job Satisfaction, is a broad phrase used in the Human Resource business primarily to indicate how pleased and content individuals are with respect to the facets of a workplace such as their daily duties, the experience they have while working in that environment and the businesses for which they undertake these activities. Employee happiness is a vital statistic for determining an organization's general pulse, and for this reason only, many businesses undertake timely scrutinization to measure satisfaction levels of the individuals in their workplace and scrutinize their patterns over the period. Individuals who show a high value in their contentment levels are satisfied with regarding their workplace environment and their jobs in the entirety. Employee satisfaction and employee engagement, another set of popular terms in this industries, are sometimes used interchangeably; however, the two are not at all the same.*

*Employee Satisfaction is among the most necessary facets that has been one of the major sources of attention seeker for a number of professional experts in the field of management. A number of studies have been approved, cooked through and concluded to discern the elements which have had a major impact on individual contentment and subsequently the influence it could or would have on the productivity level and performance of those people in their respective work environment. The main idea behind the undertaking and development of this study was to discern the way in which issues related to people working in Ministry of Railways impact the level of personal contentment they feel. It intends to determine the degree to which this age old institution's working people are influenced by the various undertakings undertaken by the institution for the people concerning their benefits, of whatever kind they require. This paper also had the idea of undertaking an analysis kind of work about the discernment of this age old institution's working environment as well work life and other related components.*

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## **Introduction**

### **Background**

Our world has officially entered a new epoch, ushering in a period of fierce competition and constantly shifting value dynamics. The notion that organizations have shifted their focus from a regimented assembly line production approach to a focus on knowledge development is acknowledged by all. In today's global economic environment, no company can thrive unless it can match its competitors' competence and quality. Reality is forcing us to emphasise on transforming employee attitudes, allowing them to take on individual duties and implement them utilising their experience and abilities in cutting-edge technology, thereby pushing them to flourish in their particular fields.

The changing business climate is prompting companies to think of new strategies to maintain a competitive edge. Human Resource Management concerns have become more important in corporate decision-making process as a result of a variety of problems and crucial factors that organisations confront. Growing competitiveness, variety in human capital, shifting value systems, and, most of all, accelerated technological advancements are among some of these changes. In today's internationally competitive and demanding business environment, the way in which the human capital at the disposal of companies is governed has a significant impact on their performance. To deal with the challenges of the future millennium and attain greatness, productivity-focused work methods, and proactive professional administration is required.

India has begun to attract a lot of international capital inflows as well as significant technological advancements. Human resource planning has also been thrown into disarray as a result of new challenges being born due this situation.

It is a universally acknowledged fact that humans are the most valuable asset for any company. The prosperity or failure of an organization is primarily determined by the people who run it. A business, from a sociological perspective, includes two types of resources: a group of people as well as a group of tangible assets. In the absence of the former, the latter is worthless.

Employee happiness is among the most necessary facets that has been one of the major sources of attention seeker for a number of professional experts in the field of management. A number of studies have been approved, cooked through and concluded to discern the elements which have had a major impact on individual contentment and subsequently the influence it could or would have on the productivity level and performance of those people in their respective work environment. Although this very notion, that work joviality results in increase of the productivity levels in a direct kind of a fashion as the working performance and working performance level is influenced by a lot of different kinds of characteristics and facets, is not proven in a solidified or a robust or a strong manner, it has proven to be quite a challenge faced by these executives. Employee joviality and contentment is basically the optimistic mindset, as well as a one with a lot of positivity into it, toward their jobs and economic activities. The word Working People Satisfaction (very popularly known as satisfaction level of the employees) is widely used within the Industrial Psychology literature to describe an individual's behaviour concerning particular components of their overall workplace environment. The term employment relates to a particular duty, but employee satisfaction is a higher level concept that is primarily concerned with people's desires and how they are met via employment. It is caused by a person's assessment as to how effectively his employment meets his numerous demands.



"A contented worker is a productive worker." is one of the popular sayings in this industry. As most individuals are involved, actually as a matter of fact, are demanded to be giving their majority of the time to their work life, employment contentment is very, very essential. Apart from these things and even in addition to these, employee joviality is believed to have a direct influence on the overall being-good state, physically as well as mentally, of those working people since a jovial and cheerful worker would indeed be a satisfied as well as a pleasant person. The people, who experience this very particular emotion of happiness a lot of times, are able to have a healthy as well as a top quality life, which is very much evident and decipherable by the very definition of the topic currently being discussed about. Even though it is disputed what is the reason and what is the consequence in this scenario, these two factors are nevertheless inextricably linked.

#### *Employee Satisfaction: Its meaning and definition(s)*

Employee satisfaction can be termed as a human's sensation of the completion of their work, which definitely also works as a major source of motivation for them to carry on the work. This thing is just not only about the pleasure of oneself, or, for that matter, peace for oneself; this thing is completely in relation to the joviality which the completion of their works gives them. Joviality technically means a lot of happiness, but in this context, it is meant to be the uncomplicated emotional state that occurs when an aspiration achieves its goal. The characteristics which are the major contributors to a good satisfaction level at workplace as well as a low degree of job discontent were defined and evaluated in a distinct manner by academic experts of this field.

"Job satisfaction refers to the level of joy or happiness derived from one's work." If you genuinely enjoy your work, you will have a high level of job satisfaction. Job discontent occurs when you loathe your job strongly." - DuBrins, Andrew.J.

"Employment satisfaction" is defined as a happy or good mental situation coming from someone's job or work experience." - Locke, E.A.

"The quantity of overall good influence or sentiments which people show towards their occupations would be described as employee satisfaction." - Arnold and Fieldman

Employees' perceptions as to how effectively their employment delivers those items which are significant to them is seen as a crucial determinant of employment contentment. Employee satisfaction is widely acknowledged as the most significant and researched aspect in the organizational behavior literature.

### **Organizational Overview**

The Ministry of Railways is an Indian government ministry in charge of the country's rail transportation. The administration oversees Indian Railways, a governmental entity that acts as a rail transportation monopolist and is led by the Chairman and CEO of the Railway Board. Rail Bhawan in New Delhi is home to the Ministry of Railways and the Railway Board. There is a Union Minister and a Minister of State in this government administrative institution. The Railway Board receives reports from a variety of departments and agencies. The majority of officers working for the Ministry of Railways come either from the established "Group A Railway services" or the Railway Board Secretariat Service. The current Union Minister of Railways is Ashwini Vaishnaw.

The Railway Board Directorates include a variety of departments which are listed below:

- Pay Commission
- Mechanical Engineering (PU&W)
- Economics
- Signal
- Transformational Cell

- Management Services
- Public Relation
- Stores
- IRCA
- Track
- Vigilance
- Safety
- Land & Amenities
- High Power Committee
- Metropolitan Transport
- Mechanical Engineering
- Non Fare Revenue (NFR)
- Traffic Commercial
- Finance (Budget)
- Corporate Co-ordination
- Electrical Engineer
- Works
- Establishment
- Heritage
- Legal
- Railways Sport Promotion Board
- Accounting Reforms
- High Level Committee for Railway Restructuring
- Security
- Finance
- Track
- Official Language
- Secretary Branches
- Telecommunications
- Civil Engineering
- Environment Management

- Passengers Amenities Committee
- Technological Mission for Indian Railways
- Traffic Transportation
- Mobility
- Tourism and Catering
- Bridge and Structure
- Documents laid in Lok Sabha
- Health
- Advisory Group of Experts
- Finance (Expenditure)
- Efficiency and Research
- Computerization and Information System
- Infrastructure
- Coaching
- Accounts

An early form of this institution was established in 1901, based on the opinions of Sir Thomas Robertson Committee on railway administration and operation. In the beginning, there were only three members in the organization. Lord Curzon's cabinet formally recognized its powers in 1905. Its members included a Government Railway official who served as Chairman of the Board, an English Railway Manager, and a Company Railway Agent. The Board was put in the administration of Indian government's Department of Commerce and Industry. A participant role was introduced to the board of directors in 1929. It was granted staffing responsibilities such that the officer holding the responsibility of traffic could concentrate entirely on transportation and business issues. Frank D'Souza became the first Indian member of the board of directors at that time.

The position of Chief Commissioner was eliminated in April 1951, and the most senior functional individual was named Chairman of the Board, leading to the formation of a four-person board. In October 1954, the Chairman of the Board was appointed as a Principal Secretary to Government in the Ministry of Railways, with responsibility for operational and planning purposes. A fifth member was also then elected, bringing the total number of members on the Board to five.

### **Apparatus and Approach**

As among the most effective mechanisms of research and analysis, skills and techniques include multiple financial procedures and analytical techniques such as percentages and ratios, were used here as well. Diagrams, charts, statistics, and graphical representations are utilised because they aid in the presentation of quantitative data in simple, straightforward, and practical images, as well as being appealing and leaving a profound impact.

### **Objectives**

This study intends to accomplish the following goals:

- Determine how human resource factors (generic factors) influence employee satisfaction at Ministry of Railways.
- To determine the extent to which Ministry of Railways personnel are motivated by welfare and financial incentives.
- To find out what workers think about working life at Ministry of Railways.
- Suggest and recommend changes to the current system for a better level of satisfaction

## **Literature Review**

Jane Boucher (2004) gives tips on how to improve the attitude toward one's employment as well as oneself at the same time. She demonstrates how people may respond to the challenges of retaining their employees in this harsh market.

Sophie Rowan (2008) explains how to have a happy professional life without switching careers. She offers pragmatic and effective advice on how to attain maximum job happiness and eliminate the roadblocks that keep a lot of us from enjoying our jobs.

Robert M. Hochheiser (1998) re-examined the concept of labour and presented a simple winning strategy: Forget about the concept that rigorous effort solely contributes to business, but instead work on developing strong connections. He claims that understanding whatever is required to maintain the vanities of employers, colleagues, and junior staff members is the single biggest approach to succeed at a workplace. Appropriate evaluation of all those demands may then be linked to individual personal ambitions and used to acquire significant job advantages. For a range of settings, strategies for identifying requirements are provided, as well as ways for making the worst of the professional situations at least slightly improved via socializing and self improvement.

Joanna Penn (2008) explains steps necessary to successfully enhance the present career, get far more out of one's career, learning more and better things about what one would be pleased to do, handle stress in a better way, and handle other social connections and egos.

Chris Stride, Toby D. Wall, and Nick Catley (2008) provided commonly used employee satisfaction, psychological well being, related-to-work well-being, and institutional devotion measuring measures, as well as comparison information for decision making.

The benchmark information was compiled from nearly 80,000 participants from 105 various employers representing a wide range of businesses and vocations. The data is organised by job category and then further subdivided into sex and age.

Paul E. Spector (1997) outlines the results as to how individuals feel about their job, including aspects of gender variations in job satisfaction, as well as social and professional factors; and probable employee satisfaction and discontentment implications. He gives a quick rundown about the implementation, evaluation, causation, and implications of employee satisfaction.

According to C. J. Cranny, Patricia Cain Smith, and Eugène F. Stone (1992), anticipating potential prospects might be far more stimulating than obtaining a rise, promotion, or extra responsibility.

Robert M. Hochheiser (1998) re-examined the concept of labour and presented a simple winning strategy: Forget about the concept that rigorous effort solely contributes to business, but instead work on developing strong connections. He claims that understanding whatever is required to maintain the vanities of employers, colleagues, and junior staff members is the single biggest approach to succeed at a workplace. Appropriate evaluation of all those demands may then be linked to individual personal ambitions and used to acquire significant job advantages. For a range of settings, strategies for identifying requirements are provided, as well as ways for making the worst of the professional situations at least slightly improved via socializing and self improvement.

## **Research Methodology**

Research is basically defining and redefining critical issues, making hypothesis, accumulating, organizing and analysing the gathered information, making the necessary inductive and deductive arguments and achieving the end results, and lastly, testing whether the results found are okay with the earlier created hypothesis. In a concise definition, accumulating the necessary information and know-how by the means of a proper technique to look for answers to the earlier found critical issue is known as research.

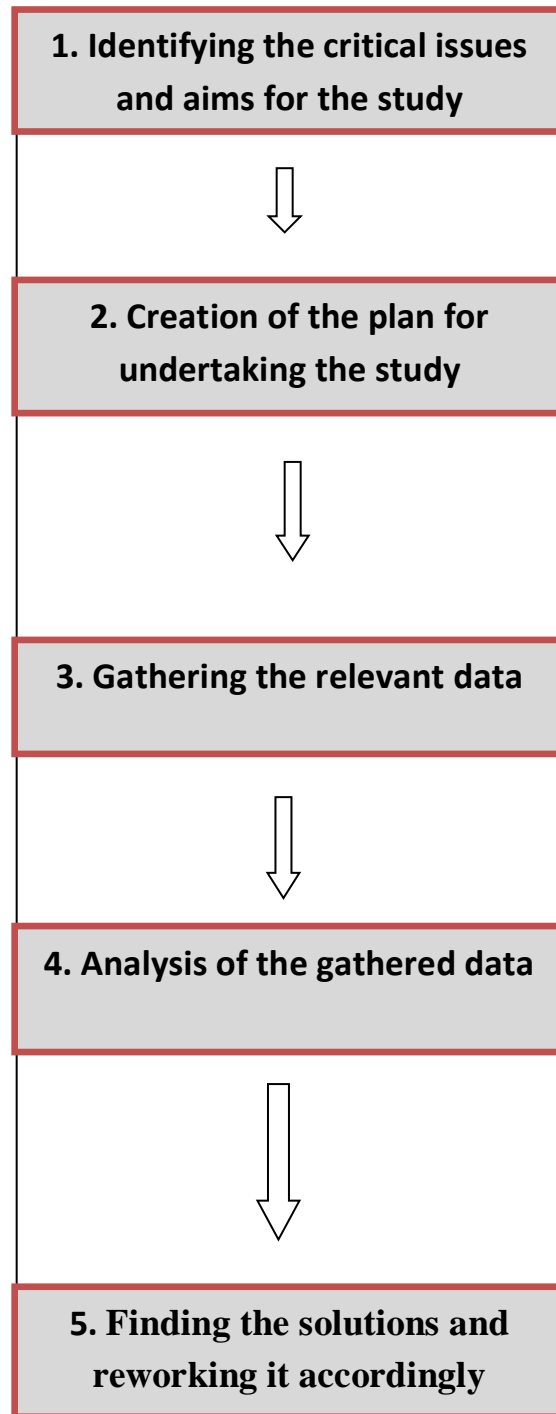
### **Type of Research: -**

- *Descriptive Research:* Descriptive research encompasses several classifications of assessments and investigations. The main goal here is to delineate the condition right now of the state of affairs. The major facet related to this approach is the fact that even the investigator could or would have no influence whatsoever on the specifications; he would only be able to describe what the occurrences were or what is currently happening.
- *Analytical Research:* - In this type of research, the researcher must examine facts and figures which are readily and easily found and used to create a stringent evaluation and analysis of the information gathered.
- *Applied Research:* This type of research basically is looking to single out a remedy to a state's or an industrial institution's urgent challenge. This kind of examination can also be expounded as an investigation which has the main goal to achieve a determined result which would basically be reciprocation to a specific challenge related to society or the corporations.



- *Fundamental Research:* This type of examination is majorly connected to generalizations and creation of theoretical synthetics. Fundamental research is study that deals with natural phenomena or pure mathematics.
- *Quantitative Research:* This type of examination is centered on measuring degree or volume. This type of examination may also be utilized to delineate any occurrence which can be quantified.
- *Qualitative Research:* It is engaged with accurately examining, that is, occurrence involving or pertaining to grade or kind.
- *Conceptual Research:* Experts and academics usually use conceptual research to build new notions or modify current ones.
- *Empirical Research:* It is made mostly on expertise and perceptions, with little respect for the framework or principle.

Procedure undertaken for analysis-



- *Identifying the critical issues and aims for the study:* It is basically the defining and figuring out of what the problem statement would be about, on the basis of which, the objective(s) of the study would be highlighted.
- *Creation of the plan for undertaking the study:* This phase of analysis is based on fashioning a plan which is the best as per the requirements of the respective businesses for collecting info using data sources, examining techniques, research instruments, sampling plan & contact methods.
- *Gathering the relevant data:* In this stage collect all the information whether necessary or not about the project i.e. every single bit of information.
- *Analysis of the gathered data:* In this interpret the information you have taken in third stage and try to find the answer of every question in mind.
- *Finding the solutions and reworking it accordingly:* Now take out the findings from the data and present it in the suitable manner.

## **Research Design**

A research design is the provisions of techniques and procedure for assimilating the needed data. It can also be defined the entire workable motif of scaffolding of the study which prescribes the data to be assimilated from what procedures and by which procedure. In this study, a descriptive research method was selected and subsequently undertaken, in which researchers collect data on a first hand basis and analyze them to make critical evaluation of the material.

## **Data Collection**

Use of both primary as well as secondary data was required for this study, hence their use. Secondary data was primarily used for literature review to get an idea regarding the earlier findings and conclusions in projects undertaken previously in this field. Primary data was used to obtain information and facts needed for making this project. Primary data is that data which is acquired on a first hand basis whereas secondary data is the data that have already been collected by and readily available from other sources. Though secondary data is considerably cheaper and more quickly found than primary data, the time and cost were absolutely none in obtaining both of these types of data.

## **Scope and Limitation**

The scope of this project is restricted to Ministry of Railways, which is the central administrative figure for the largest employer in the world. A restricted number of responses have been considered as a sample of an otherwise large population, on the basis of which inferences have been made. However, this very factor has curbed the outcome of this project as a majority of the population has been left for reasons pertaining to confidentiality, extensiveness and bias. Thus, keeping in mind these factors, this project has been undertaken and results determined accordingly.

Apart from that, these were some other limitations which were faced in this project:

- Due to the busy work schedule of the employee chances are there that response to the questionnaires may be with lack of full concentration.
- The data incorporated might be incomplete due to limited information given on internet.
- Some of the data being secondary might raise the problem of authenticity.
- Being an amateur, my lack of experience might be a limitation.

## **Analysis**

### **Data Analysis**

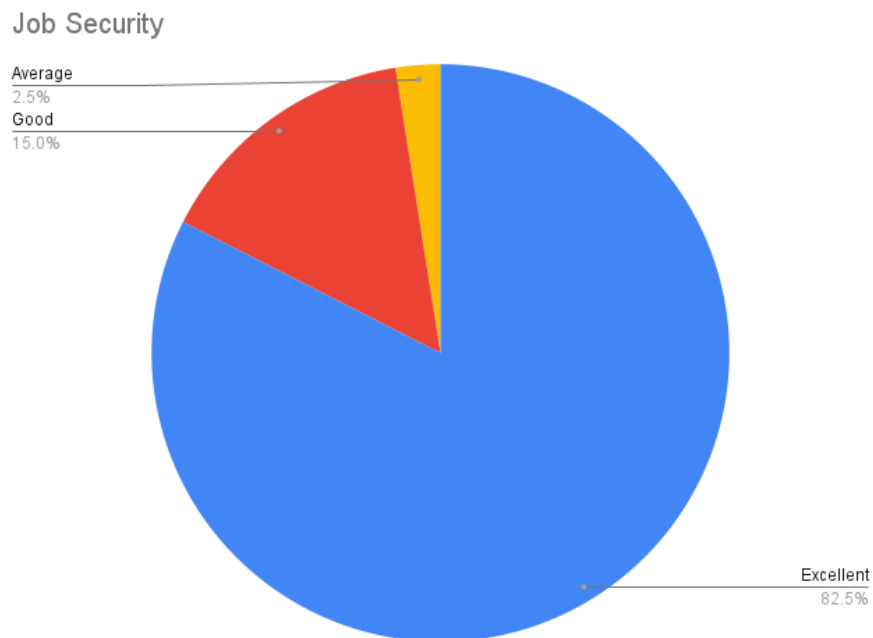
The main goal here was to look at the human capital factors. HR management is critical to every business survival. It can be termed as a reservoir for the support and vigour of an organization. Human resources are an organization's riches that certainly assist it in accomplishing its objectives. Human resources management is focused solely on the organization's human resources, albeit with notations regarding its consequent effect on other departments as well. Individuals working with an organization's set of principles and ideals are also considered human resources. Human resource of a company is simply the industriousness of several groups of individuals as well as other employees who are accessible to the business. Without adequate human resources, no corporation would be able to survive or flourish in today's complicated world. As a result, developing human resources is a precondition and of paramount importance for any organization's growth. On these lines, following was the analysis of the collected data.

## ❖ Job Security

Table 1.1

<i>Heads</i>	<i>Frequency</i>	<i>Percentage</i>
Excellent	33	82.5
Good	6	15
Average	1	2.5
<i>Total</i>	<i>40</i>	<i>100</i>

Chart 1.1



According to the table, and subsequently the chart, 97.5% of the employees surveyed happy. Concerns regarding job security are held in high regard by 82.5% of respondents.

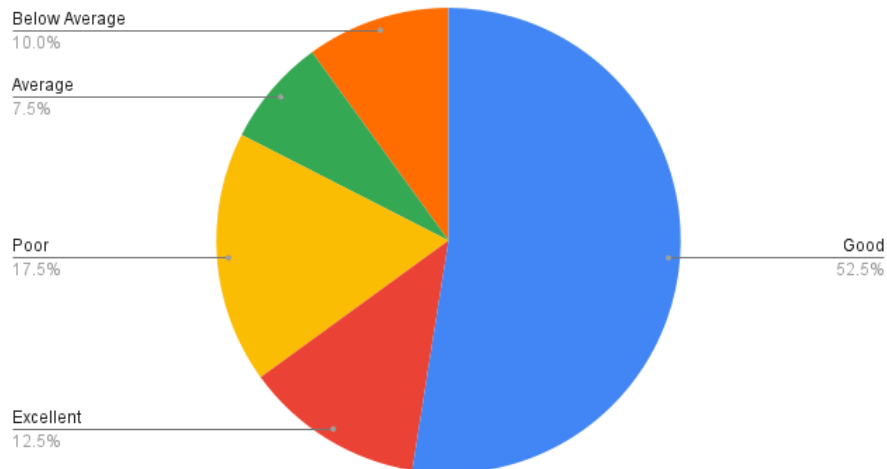
## ❖ Training and Development Opportunities

Table 1.2

<i>Heads</i>	<i>Frequency</i>	<i>Percentage</i>
Excellent	5	12.5
Good	21	52.5
Average	3	7.5
Below Average	4	10
Poor	7	17.5
<i>Total</i>	<i>40</i>	<i>100</i>

Chart 1.2

Training and Development Opportunities



As per the above table and the chart, 65% of the surveyed employees are pleased with training and development opportunities, with 52.5% having a favourable attitude. However, 35% of the surveyed employees were recorded as unsatisfied with the learning and advancement programmes available.

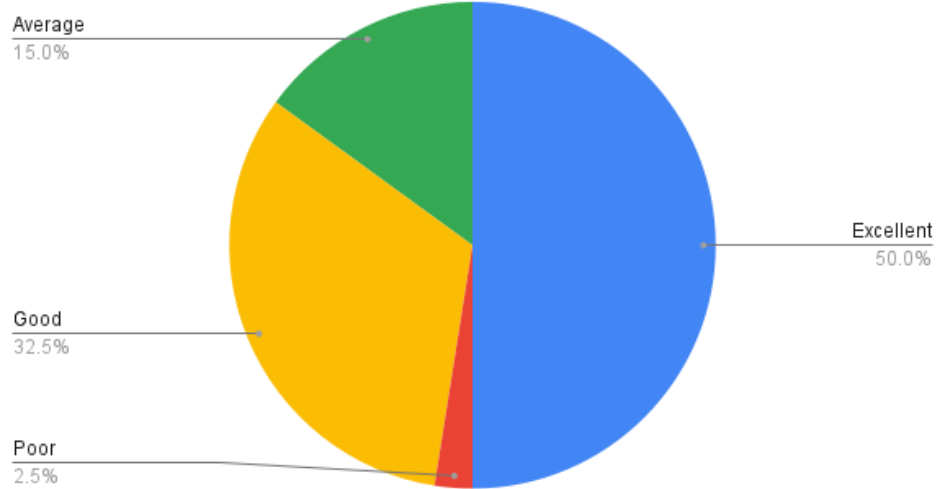
## ❖ Interpersonal Relationships

Table 1.3

<i>Heads</i>	<i>Frequency</i>	<i>Percentage</i>
Excellent	20	50
Good	13	32.5
Average	6	15
Poor	1	2.5
<i>Total</i>	<i>40</i>	<i>100</i>

Chart 1.3

### Interpersonal Relationships



According to the above data, out of the total surveyed employees, 82.5% of them are pleased workers, 32.5 percent had an optimistic and positive outlook on the level to which interpersonal connections are allowed to be created and enjoyed in the workplace, and the remaining 30% are unsatisfied.

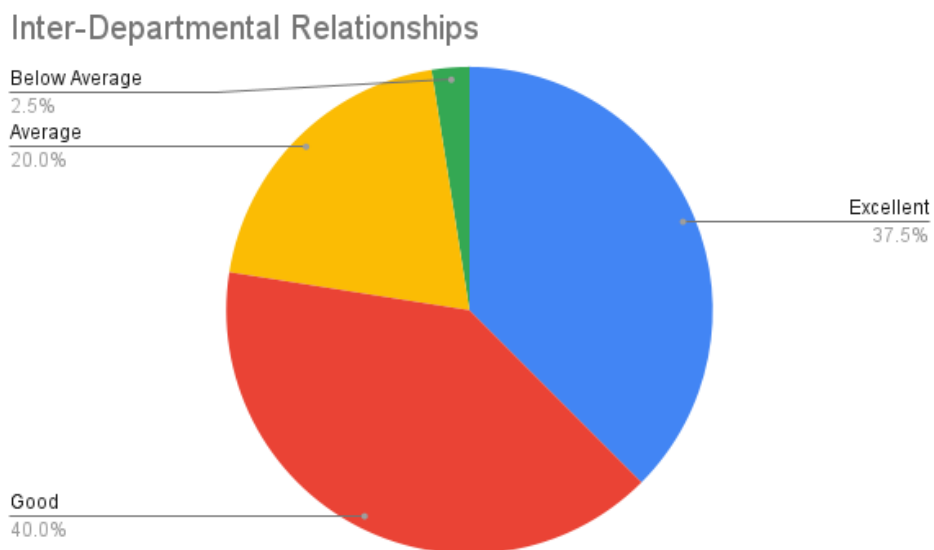


## ❖ Inter-Departmental Relationships

Table 1.4

<i>Heads</i>	<i>Frequency</i>	<i>Percentage</i>
Excellent	15	37.5
Good	16	40
Average	8	20
Below Average	1	2.5
<i>Total</i>	<i>40</i>	<i>100</i>

Chart 1.4



Ministry of Railway's many sections are intertwined. This can be seen in the chart above, which reveals that 77.5% of the people working there believe the company has an excellent inter-departmental interaction system. However, the remaining 22.5% are somewhat satisfied with the current system.

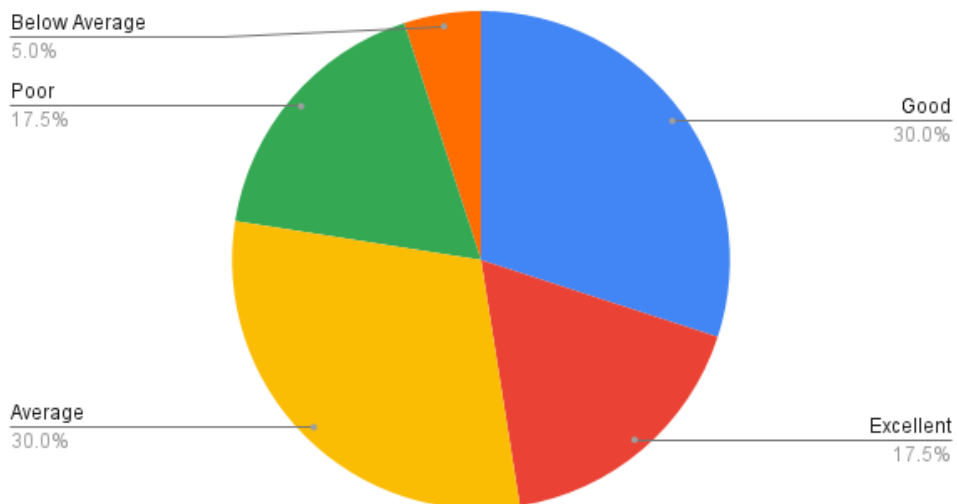
## ❖ Promotion Policies

Table 1.5

<i>Heads</i>	<i>Frequency</i>	<i>Percentage</i>
Excellent	7	17.5
Good	12	30
Average	12	30
Below Average	2	5
Poor	7	17.5
<i>Total</i>	<i>40</i>	<i>100</i>

Chart 1.5

### Promotion Policies



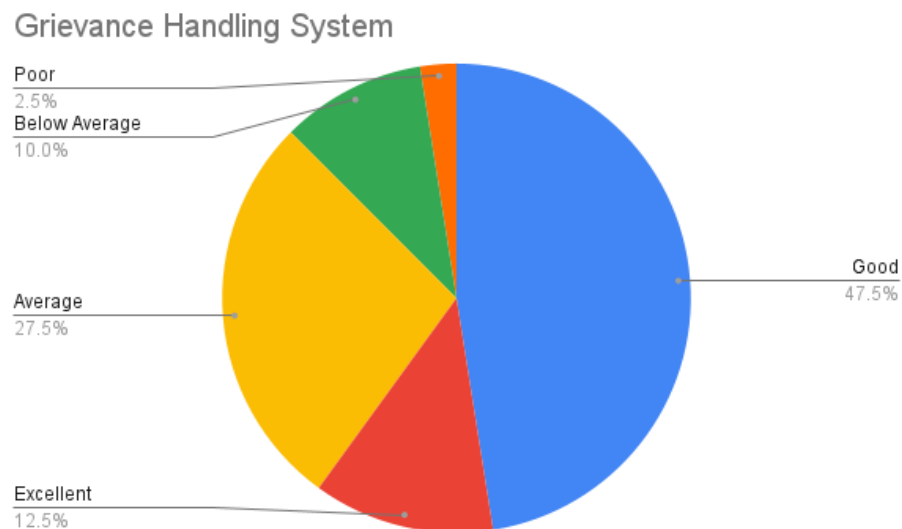
According to the chart and the table, a large proportion of the employees i.e. 52.5% of them are unsatisfied with the organisation's promotional procedures. This is something which the institution should seriously look into.

## ❖ Grievance Handling System

Table 1.6

<i>Heads</i>	<i>Frequency</i>	<i>Percentage</i>
Excellent	5	12.5
Good	19	47.5
Average	11	27.5
Below Average	4	10
Poor	1	2.5
<i>Total</i>	<i>40</i>	<i>100</i>

Chart 1.6



The department of Industrial Relations (IR) serves as a mediator between the administration, personnel, and their various labor organizations. Despite the fact that neither of the workers have an exceptional opinion, 60% of the professionals have a positive view, and the remaining 40% have a mediocre sense of satisfaction with the existing system.

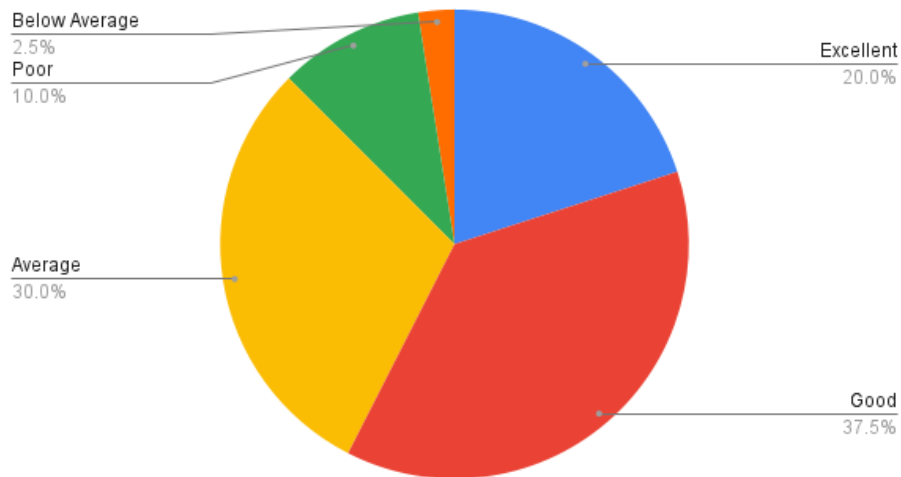
## ❖ Career Growth Opportunities

Table 1.7

<i>Heads</i>	<i>Frequency</i>	<i>Percentage</i>
Excellent	8	20
Good	15	37.5
Average	12	30
Below Average	1	2.5
Poor	4	10
<i>Total</i>	<i>40</i>	<i>100</i>

Chart 1.7

### Career Growth Opportunities



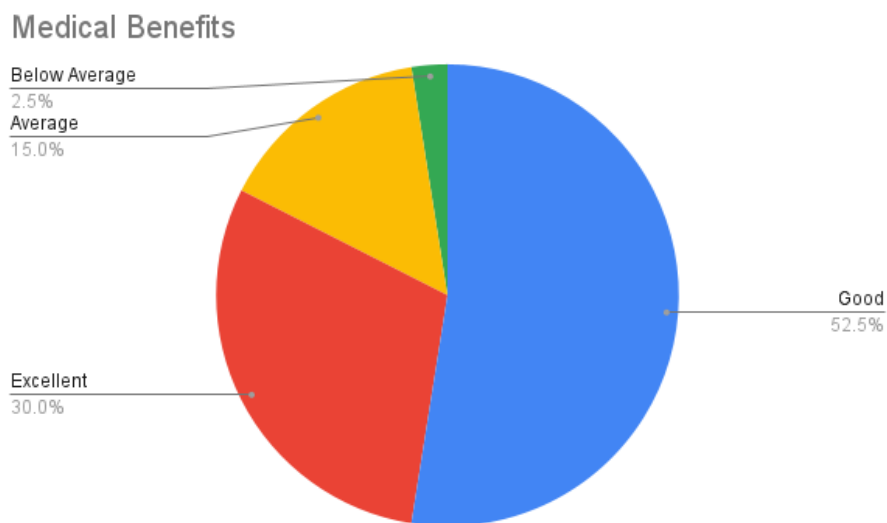
People who find motivations in their attitude of being fully focused on their goals are among the few people who are able to do something big for themselves, as well as their organization. 42.5 % of the professionals of the surveyed people are dissatisfied with their career advancement options, and 20% of the 30% happy professionals believe that Ministry of Railway provides great professional progression chances.

## ❖ Medical Benefits

Table 1.8

<i>Heads</i>	<i>Frequency</i>	<i>Percentage</i>
Excellent	12	30
Good	21	52.5
Average	6	15
Below Average	1	2.5
<i>Total</i>	<i>40</i>	<i>100</i>

Chart 1.8



The chart demonstrates that a majority of the people working in the Ministry of Railway (based on the sample survey) are quite pleased with the organisation's health benefits procurement and distribution. It is rated as outstanding by 82.5% of those polled.

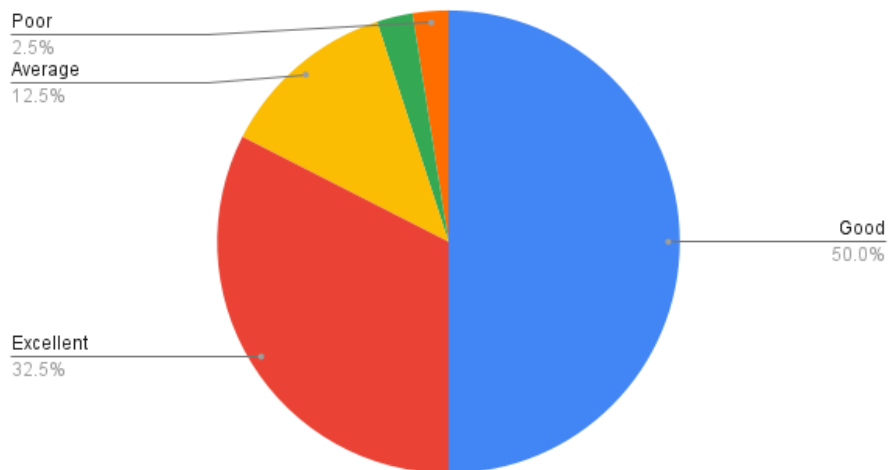
## ❖ Leave Allowances

Table 1.9

<i>Heads</i>	<i>Frequency</i>	<i>Percentage</i>
Excellent	13	32.5
Good	20	50
Average	5	12.5
Below Average	1	2.5
Poor	1	2.5
<i>Total</i>	<i>40</i>	<i>100</i>

Chart 1.9

### Leave Allowances



According to the data of the poll conducted, 82.5% of staff is happy, with 50% having a favourable assessment of the absence options supplied. Workers are happy with the sick, informal, bereavement, and leaves pertaining to personal reasons provided by the institution.

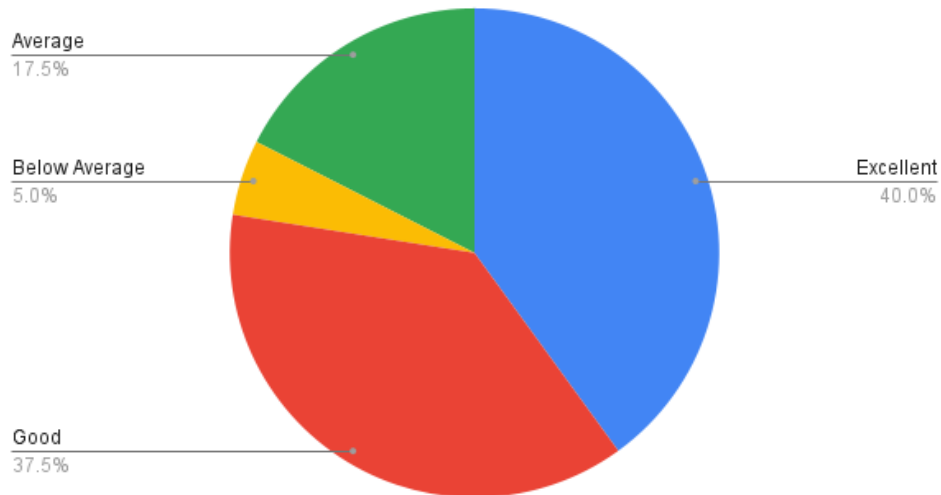
### ❖ Travelling and Housing Allowances

Table 1.10

<i>Heads</i>	<i>Frequency</i>	<i>Percentage</i>
Excellent	16	40
Good	15	37.5
Average	7	17.5
Below Average	2	5
<i>Total</i>	<i>40</i>	<i>100</i>

Chart 1.10

#### Travelling and Housing Facilities



Most of the employees there were satisfied with the travelling and housing facilities provided by the organization, which is clearly manifested by the above table and chart. 77.5% of the polled employees rated these facilities as satisfactory, while the rest 22.5% were somewhat content with the existing system and would have liked to see a change in these settings.

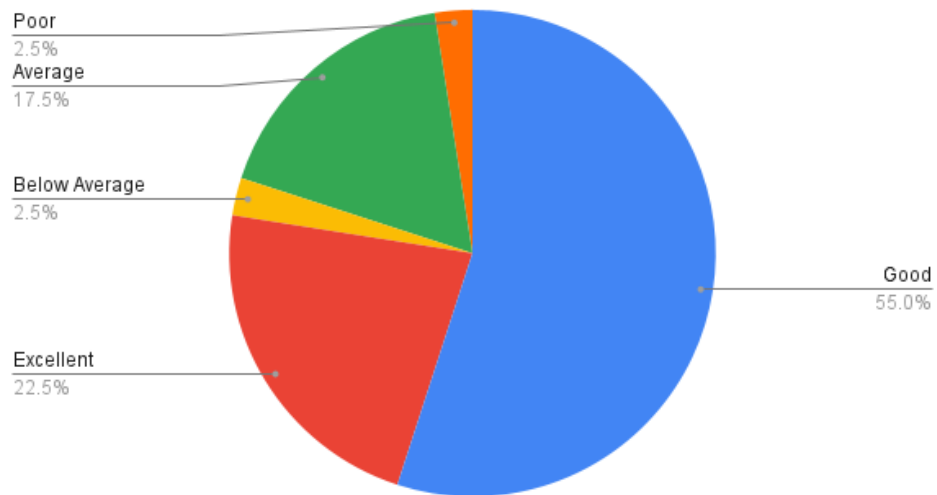
## ❖ Canteen Facilities

Table 1.11

<i>Heads</i>	<i>Frequency</i>	<i>Percentage</i>
Excellent	9	22.5
Good	22	55
Average	7	17.5
Below Average	1	2.5
Poor	1	2.5
<i>Total</i>	<i>40</i>	<i>100</i>

Chart 1.11

### Canteen Facilities



The canteen of this organization serves staff with decent, healthy cuisine at a low cost. Out of 77.5 percent of pleased employees, 55 percent think the cafeteria amenities are satisfactory.



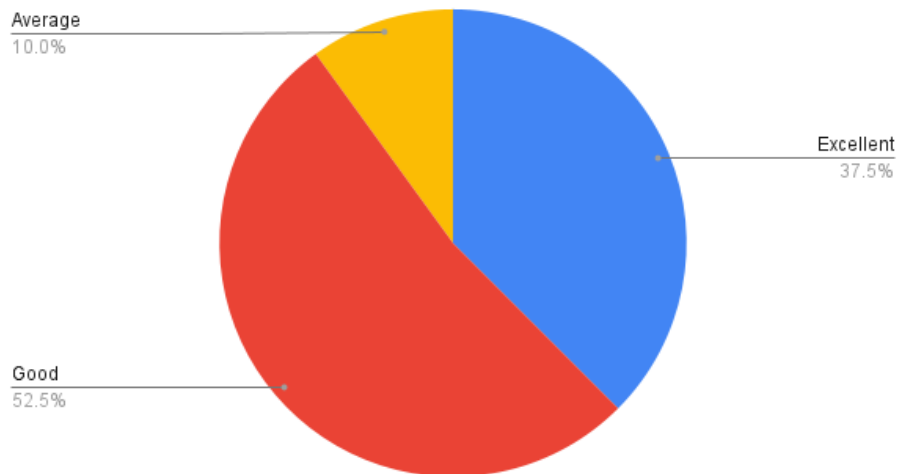
## ❖ Salary Packages

Table 1.12

<i>Heads</i>	<i>Frequency</i>	<i>Percentage</i>
Excellent	15	37.5
Good	21	52.5
Average	4	10
<i>Total</i>	<i>40</i>	<i>100</i>

Chart 1.12

### Salary Packages and Incentives



Professionals at the Ministry of Railway receive a competitive wage arrangement, which leads to higher productivity and minimizes attrition. Majority of the responders were reported as happy, with 90% of the surveyed employees stipulating that the compensation packages they receive are stupendous. Still, there are the rest 10% who think that the organization could do better in this area.

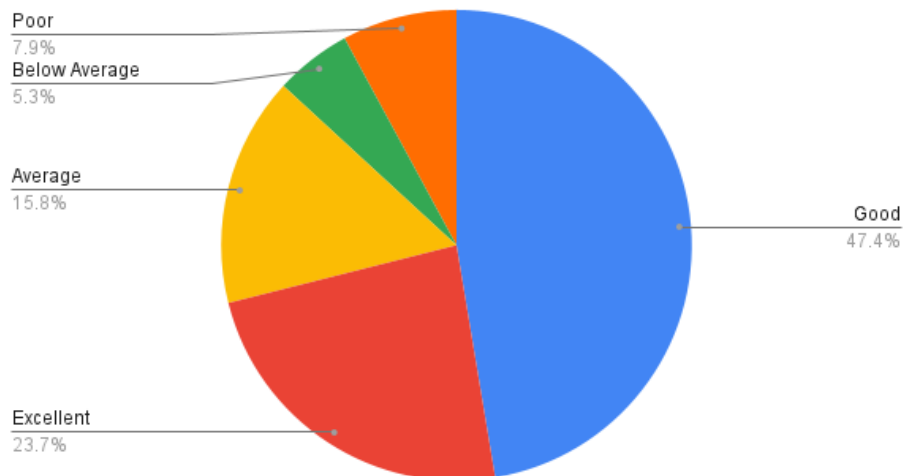
## ❖ Loan Facilities

Table 1.13

<i>Heads</i>	<i>Frequency</i>	<i>Percentage</i>
Excellent	9	23.7
Good	18	47.4
Average	6	15.8
Below Average	2	5.3
Poor	3	7.9
<i>Total</i>	<i>38</i>	<i>100</i>

Chart 1.13

### Loan Facilities



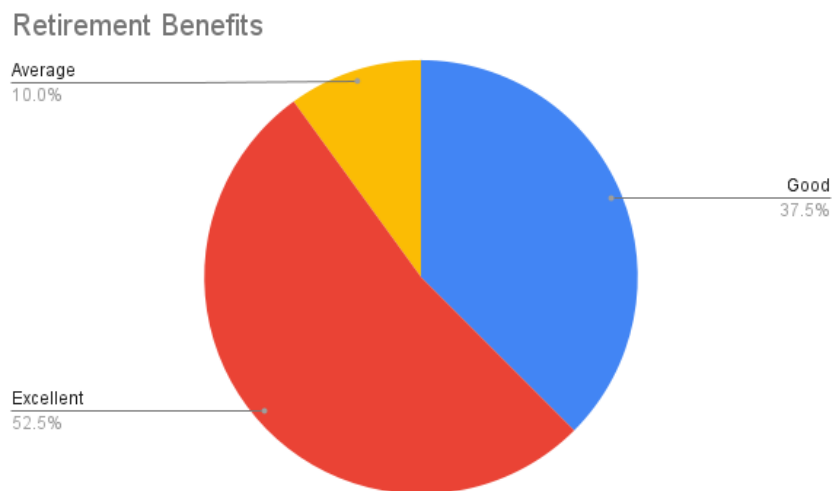
From the above pictorial representation of the data gathered, we can discern 71.1% of the surveyed employees were very much satisfied by the loan facilities provided by their employer, whereas the rest 28.9% though it to be sub-standard and thought this are to be with a lot of room for improvement.

## ❖ Retirement Benefits

Table 1.14

<i>Heads</i>	<i>Frequency</i>	<i>Percentage</i>
Excellent	21	52.5
Good	15	37.5
Average	4	10
<i>Total</i>	<i>40</i>	<i>100</i>

Chart 1.14



Employees at the Ministry of Railway have a retiring age of 60 years. Through its healthcare welfare system and annuity program, the organization shows that it respects even after they retire. People are adequately rewarded with their pension payments according to 90 percent of the surveyed employees, with the rest of them employees i.e. 10 percent reporting ordinary contentment.

**Correlation and Regression analysis of the facets affecting Employee Happiness and the actual contentment level with their jobs**

Correlation

Table 1.16

<u>Correlation</u>	<u>Satisfaction Level</u>
Job Security	0.824**
Training and Development Opportunities	0.481**
Interpersonal Relationships	0.562**
Inter-Departmental Relationships	0.606**
Promotion Policies	0.515**
Grievance Handling System	0.587**
Career Growth Opportunities	0.594**
Medical Benefits	0.718**
Leave Allowance	0.742**
Travelling and Housing Allowance	0.703**
Canteen Facilities	0.708**
Salary Packages	0.797**
Loan Facilities	0.612**
Retirement Benefits	0.805**

\*\*Correlation is significant at the 0.01 level (2-tailed)

From the above table, it is clearly depicted that high correlation figures in the case of Job Security ( $r = 0.824$ ,  $p < 0.01$ ), Retirement Benefits ( $r = 0.805$ ,  $p < 0.01$ ), Salary Packages ( $r = 0.797$ ,  $p < 0.01$ ), Leave Allowances ( $r = 0.742$ ,  $p < 0.01$ ), Medical Benefits ( $r = 0.718$ ,  $p < 0.01$ ), Canteen Facilities ( $r = 0.708$ ,  $p < 0.01$ ), Travelling and Housing Allowances ( $r = 0.703$ ,  $p < 0.01$ ), and Loan Facilities ( $r = 0.612$ ,  $p < 0.01$ ). On the flipside, low correlation figures were shown in facets such as Promotion Policies ( $r = 0.515$ ,  $p < 0.01$ ), Training and Development Opportunities ( $r = 0.481$ ,  $p < 0.01$ ), etc.

Regression Analysis

Table 1.17

Independent variable Factors of Job satisfaction (R <sup>2</sup> = 0.997)	B	t	Sig	F	Sig
Job Security	1.354	16.826	0.000	3722.514	0.000
Salary Packages	1.246	10.214	0.000		
Retirement Benefits	1.166	21.183	0.000		
Leave Allowance	1.047	17.617	0.000		
Promotion Policies	1.025	12.810	0.000		
Travelling and Housing Allowances	0.962	21.681	0.000		
Career Growth Opportunities	0.953	13.636	0.000		
Medical Benefits	0.873	9.167	0.000		
Training and Development	0.708	13.850	0.000		
Grievance Handling System	0.684	9.309	0.000		

This table here clearly depicts the degree of significance a particular, or rather these facets on an individual level, have on the level of contentment of the employees with their respective jobs. Job Security is that one facet which is extremely significant for the employees, thus the one impacting their hunger for getting this job the most (B = 1.354). The next most significant facet is then Salary Packages (B = 1.246), followed by Retirement Benefits (B = 1.166), Leave Allowances (B = 1.047) and Supervisor (B = 1.025). The least influencing factor of job satisfaction was Grievance Handling System (B = 0.684).

## Findings

On the basis of the graphical representations as well as the correlation and regression analysis, the following points sum up the findings of this study:

- Ministry of Railway offers employees with the right amount of security, reliability and dependability when it comes to their jobs and positions, which in turn then helps them in giving the right amount of motivation so that they respectfully fulfil their job activities.
- Ministry of Railway should place a stronger focus on training and development.
- Interpersonal interactions between employees in the company need to be encouraged more.
- Ministry of Railway has commendable inter-departmental ties, but there is still a lot of room for improvement.
- A large proportion of the staff believe that the corporation's career advancement practices should be altered.
- Employees are equally commendable and un-commendable regarding the complaint redressal procedure.
- Professionals who find motivation in their attitude of being focused fully on their goals have been those of the few people who are able to go ahead of a number of their colleagues and do something big for themselves, as well as their organization. But in general the organization has a stale career growth opportunities provided to the employees which is mostly based on the system of seniority and some related exams regarding
- The healthcare benefit services given by the organization are held in high regard by the employees.
- Travelling and housing facilities provided by the organization is pretty good.
- The sick, informal, bereavement, and leaves pertaining to personal reasons, basically the holiday benefits offered by the employer are satisfactory.
- Ministry of Railway has a good cafeteria facility.
- Employees at Ministry of Railway receive a fair compensation bundle, which increases motivation and reduces attrition.

- Through its healthcare benefit package and annuity program, the corporation places a strong emphasis on its retired workers.
- The home, automobile, and academic loans provided by Ministry of Railway are satisfactory as deemed by the employees.

### **Recommendations and Conclusion**

Based on the analysis of the above data, following are the recommendations listed which could help the organization in improving its workplace contentment:

- Training programs should be scrutinized thoroughly and fashioned as per the needs and expertise the respective positions have the requirements for. It should be relevant to profession of the employees and based on their expertise.
- At least once every three years, if the administration feels it to be appropriate, a job rotation program should be implemented.
- The staff should receive ever more opportunity to foster interpersonal interactions.
- In order to maintain a strong staff morale, the career advancement policy ought to be talent and work based and consistent.
- The grievance redressal system seems to have a lot of room for improvement. Apart from that, this organization should be looking to make sure that the issues by which its hard working employees are aggrieved by be resolved in the blink of an eye.

An evaluation of the personnel whether they are content or unsatisfied their employment is a complex and nuanced synthesis, which consists a set of discrete factors. Respondents were requested to express their emotions about their employment and workplace culture in this quality of work life research. It helped significantly in the establishment of a sophisticated and distinguished method in order to analyze staff issues. One other benefit related to this research is increased interaction.

The upper-going interaction, with respect to management levels, wherein members are provided with the right amount of motivation to freely express themselves, results in bringing positive results to the organization. As per the findings of this work engagement research, the complaint management platform, job advancement policies, career progression, and judgment call involvement must all be enhanced. It also helped management significantly in understanding the reasons pertaining to why this thing happens and additionally, setting out the blueprint for the next steps as well as finding appropriate solutions to the dilemmas at hand and determining training requirements and subsequently, the training methodology. Professionals at the Ministry of Railway are happy with the healthcare, annuity, and cafeteria services given by the organization, as per this study. Some suggestions are also provided which the administration of this institution might take into consideration to improve the productivity of their personnel in the lacking areas and ultimately, in making this institution one of the most prosperous.



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## **Annexure**

The questionnaire for this survey had the following questions. The screenshots of the Google form have been incorporated here.

The image displays two screenshots of a Google Form. The first screenshot shows a question: "How would you rate the Job Security provided by your employer? \*". Below the question are five radio button options: "Excellent", "Good", "Average", "Below Average", and "Poor". The second screenshot shows a question: "How would you rate the Training and Development opportunities and facilities provided by your \* employer?". Above this question are three small red asterisks. Below the question are five radio button options: "Excellent", "Good", "Average", "Below Average", and "Poor".

How would you rate the Job Security provided by your employer? \*

☐ Excellent

☐ Good

☐ Average

☐ Below Average

☐ Poor

\*\*\*

How would you rate the Training and Development opportunities and facilities provided by your \* employer?

☐ Excellent

☐ Good

☐ Average

☐ Below Average

☐ Poor

How would you rate the environment of your workplace for nurturing healthy Interpersonal Relationships among employees? \*

- ☐ Excellent
- ☐ Good
- ☐ Average
- ☐ Below Average
- ☐ Poor

...

How would you rate your experience regarding Inter-departmental relationships at your workplace? \*

- ☐ Excellent
- ☐ Good
- ☐ Average
- ☐ Below Average
- ☐ Poor

How would you rate the Promotion Policies? \*

- ☐ Excellent
- ☐ Good
- ☐ Average
- ☐ Below Average
- ☐ Poor

How would you rate the Grievance Handling System at your workplace? \*

- ☐ Excellent
- ☐ Good
- ☐ Average
- ☐ Below Average
- ☐ Poor

How would you rate the Career Growth Opportunities provided by your employer? \*

- ☐ Excellent
- ☐ Good
- ☐ Average
- ☐ Below Average
- ☐ Poor

\*\*\*

How would you rate the Medical Benefits provided by your employer? \*

- ☐ Excellent
- ☐ Good
- ☐ Average
- ☐ Below Average
- ☐ Poor

How would you rate the Leave Allowances? \*

- ☐ Excellent
- ☐ Good
- ☐ Average
- ☐ Below Average
- ☐ Poor

How would you rate the Travelling and Housing Facilities provided by your employer? \*

- ☐ Excellent
- ☐ Good
- ☐ Average
- ☐ Below Average
- ☐ Poor

How would you rate the Canteen Facilities? \*

- ☐ Excellent
- ☐ Good
- ☐ Average
- ☐ Below Average
- ☐ Poor

How would you rate the Salary Packages and Incentives provided to the employees? \*

- ☐ Excellent
- ☐ Good
- ☐ Average
- ☐ Below Average
- ☐ Poor

How would you rate the Loan Facilities provided (if any)?

- ☐ Excellent
- ☐ Good
- ☐ Average
- ☐ Below Average
- ☐ Poor

How would you rate the Retirement Benefits provided to the employees? \*

- ☐ Excellent
- ☐ Good
- ☐ Average
- ☐ Below Average
- ☐ Poor



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