

	Expected Count	18.5	9.3	122.7	119.6	270.0		
<b>Total</b>		24	12	159	155	350		

**Hypothesis 17:**  $H_0$  – There is no association between social classification and opinion regarding switching to other jobs.

It can be noted that the computed  $\chi^2$  is 20.386 and is greater than the table value of  $\chi^2$  of 7.81 at 3 degrees of freedom and further the p value i.e., the significance of  $\chi^2$  is .000 which is less than 0.05(5%), and so the null hypothesis is rejected and it is concluded that there is association between social classification and opinion regarding shifting to other jobs.

## CHAPTER V

### 119 SUMMARY OF FINDINGS, SUGGESTIONS AND CONCLUSION

#### 5.1 INTRODUCTION

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## **5.1      Introduction**

In this chapter, the summary of the findings and the suggestions, the important findings of the study generated through the interview schedule with the woman employees of Southern Railway Madurai Division, are presented. The results derived

using certain statistical tool are also given. As such it is the concluding chapter with significant findings, statistical results and suggestions.

## **5.2 Objectives of the study**

The following were the objectives of the study:

6. To ascertain the level of job satisfaction among women employees of the Southern Railway, Madurai Division
7. To examine the demographic factors that affect job satisfaction
8. To identify the important non-family factors that affect job satisfaction
9. To examine the importance of family factors that affect job satisfaction
5. To present the summary of findings of the study and offer suggestions

## **5.3 Data**

Primary data were obtained from the women employees of the Southern Railway, Madurai Division, with the help of a structured questionnaire.

The Secondary data were obtained from books, journals and from research papers published in journals and appropriate websites.

## **5.4 Summary of Findings**

This section presents the important findings of the study based on the fourth chapter. The analysis has been done in three dimensions.

- A. Demographic Profile of the respondents
- B. Non-Family oriented factors influencing job satisfaction
- C. Family oriented factors influencing job satisfaction
- D General Factors related to job satisfaction

For the purpose of the study and analysis, several hypotheses have been formulated and tested with the help of correlation analysis, chi-square test and ANOVA.

With the help of factor analysis the non-family oriented factors and family oriented factors influencing job satisfaction have been analysed. For the purpose of factor analysis, 105 non-family oriented variables have been reduced to 25 factors and 32 family oriented variables have been reduced to 10 factors. The results have been discussed with interpretation appropriately.

1. Out of the 350 respondents, 268 (76.6%) are between 41 years and 60 years of age.
2. Out of the 350 respondents, 306 (87.4%) have crossed their schooling and have done higher studies.

3. Out of the 350 respondents, 326 (93.1%) are married and only 24 (6.9%) respondents are un-married.
4. Out of the 350 respondents, 261 (74.6%) live in nuclear families and 89 (25.4%) live in joint-families.
5. Out of the 350 respondents, 234 (66.9%) have three to four members in their families.
6. Out of the 350 respondents, 267 (76.3%) are Hindus, 57 (16.3%) are Christians and only 26 (7.4%) are Muslims.
7. Out of the 350 respondents, 293 (83.7%) live in urban areas and only 57 (16.3%) live in rural areas.
8. Out of the 350 respondents, 159 (45.4%) belong to the Backward Class, 155 (44.3%) belong to other castes, 24 (6.9%) belong to the Scheduled Castes and only 12 (3.4%) belong to the Scheduled Tribes.
9. Out of the 350 respondents, the majority belong to the Traffic branch with 21.14 per cent. The next department which has substantial percentage of women employees is the Personnel Department with 17.43 per cent. Apart from the above said departments, women employees belong to Engineering and Medical Departments of Madurai Division of the Southern Railway. Other departments have less than 10 per cent share from the total number of women employees.

10. Out of the 350 respondents, 344 (98.3%) belong to the C cadre and only 6 (1.7%) belong to the A cadre.
11. Out of the 350 respondents, 253 (72.3%) have come to the present designation by promotion and 97 (27.7%) by direct appointment..
12. Out of the 350 respondents, 326 (93.1%) work inside office and 18 (5.1%) on occasional-line and 6 (1.7%) are completely open-line staff.
13. Out of the 350 respondents, 175 (50%) have experience between 21 – 30 years, 80 (22.9%) have 11-20 years, 56 (16%) have more than 30 years and only 39 (11.1%) have less experience of within 10 years..
14. Out of the 350 respondents, 210 (60%) have no previous job experience, while 140 (40%) have some previous experience.
15. According to the scores given by the respondents “Job Security” stands first with the score of 263/350 (75.1%), followed by “Salary” factor with score 172/350 (49.1%). “Convenient Timings” has secured a score of 146 (41.7%) with the third rank. All the other factors enjoy less importance.
16. The highest variance in opinion was for “Status” with a standard deviation of 3.38. The second highest variance was observed for “Comfortable working condition” with the standard deviation of 3.63 and the third highest variance was observed for “suitable for woman employee” with the standard deviation of 3.55.

17. Out of the 350 respondents, 280 (80%) have got their employment in the Railways through the Railway Recruitment Board, 51 (14.6%) got into the Railways on compassionate ground and only 19 (5.4%) entered in Railways through Sports and other quotas.
18. Out of the 350 respondents, 133 (38%) get monthly gross salary of between Rs.20001-Rs.30000. 119 (34%) get between Rs.10001-Rs.20000 and only 98 (28%) get between Rs.30001 – Rs.40000.
19. Out of the 350 respondents, 145 (41.4%) are satisfied with their job. 73 (20.9%) are neither satisfied nor dissatisfied. 48 (13.7%) are dissatisfied with their job. 38 (10.9%) are highly dissatisfied and 46 (13.1%) respondents are highly satisfied with their jobs.

**In order to understand the relation between personal factors and job satisfaction, Karl Pearson's coefficient of correlation is executed. The results are:**

1. There is negative correlation between age and opinion regarding satisfaction with job. It clearly shows that when age increases, the level of job satisfaction decreases.
2. There is positive correlation between education and job satisfaction. This shows that the level of job satisfaction increases on proportion to the increase in the level of education.
3. **There is positive correlation between marital status and job**

**satisfaction. It is inferred that marriage makes women more satisfied with their jobs.**

4. **There is negative correlation between religion and job satisfaction. It is inferred that religion has a negative effect on job satisfaction.**
5. There is negative correlation between the designation of respondents and job satisfaction. It is inferred that the designation of the respondents has only a slight negative effect on the level of job satisfaction.
6. There is negative correlation between service in years of respondents and job satisfaction. It is clear that there is a decrease in the level of job satisfaction with the increase in the number of years of service.
7. There is negative correlation between the mode of appointment of the respondent and job satisfaction. It is clear that there is a decrease in the level of job satisfaction with the mode of appointment.
8. There is negative correlation between the nature of work of respondents and job satisfaction. It is clear that the level of job satisfaction with regard to nature of work has only a mild negative effect.
9. There is negative correlation between the type of family and job satisfaction. It is obvious from the analysis that the type of family has a negative effect on the level of job satisfaction.

10. There is negative correlation between the present monthly gross salary of respondent and job satisfaction. It is apparent that the present monthly gross salary gives a negative response on the level of job satisfaction.
11. There is negative correlation between the place of residence of respondent and job satisfaction. It is inferred that the place of residence has a negative effect on the level of job satisfaction.
12. There is negative correlation between the mode of reaching current designation of the respondent and job satisfaction. It is inferred that the mode of reaching current designation has a negative effect on the level of job satisfaction.

**In order to understand the significance of association between personal factors and job satisfaction, chi-square test was performed. The following are the findings.**

1. There is significant association between the type of family of the respondents and job satisfaction.
2. There is significant association between the salary of the respondents and job satisfaction.
3. There is significant association between the place of residence of the respondents and job satisfaction.
4. There is significant association between the mode of reaching current designation and job satisfaction.

**One way ANOVA was carried out to find the relationship between job satisfaction and the variables age, education, marital status, religion, social classification, designation, nature of work, and mode of reaching current designation and service in years of the respondents. The following are the findings based on the statistical analysis.**

1. There is significant relationship between the age of the respondents and job satisfaction.
2. There is significant relationship between the education of the respondents and job satisfaction.
3. There is significant relationship between the marital status of the respondents and job satisfaction.
4. There is significant relationship between the religion of the respondents and job satisfaction.
5. There is no significant relationship between the social classification of the respondents and job satisfaction.
6. There is significant relationship between the designation of the respondents and job satisfaction.
7. There is significant relationship between the nature of work of the respondents and job satisfaction.
8. There is significant relationship between the mode of appointment of the respondents and job satisfaction.

9. There is significant relationship between service in years of the respondents and job satisfaction.

The analysis has been done for **non-family oriented factors** affecting job satisfaction.

The results are :

1. Out of the 350 respondents, 163 (46.6%) highly agreed as well as (48%) respondents have agreed that **free pass** for traveling with family is provided.
2. Out of the 350 respondents, 133 (38%) highly agreed that they **perform to the maximum at their work**.
3. Out of the 350 respondents, 127 (36.3%) highly agreed that their nature of **job is accountable with responsibility**.
4. Out of the 350 respondents, 273 (78%) agreed that their **superiors are generous** in giving leave for valid reasons.
5. Out of the 350 respondents, 278 (79.4%) agreed that there is **no threat from unions to their jobs**.
6. Out of the 350 respondents, 262 (74.9%) agreed that they are **easily adaptable to new responsibilities**.
7. Out of the 350 respondents, 172 (49.1%) highly disagreed with regard to the

availability of **baby creche**.

8. Out of the 350 respondents, 123 (35.1%) highly disagreed with regard to the availability of **rest room exclusively for women's privacy**.
9. Out of the 350 respondents, 109 (31.1%) are highly disagreed with regard to **recreation facilities are satisfactory**.
10. Out of the 350 respondents, 181 (51.7%) disagreed with regard to their **performance at the job is minimal**.
11. Out of the 350 respondents, 168 (48%) disagreed with the statement I **will quit my present job if I could see green pastures outside**.
12. Out of the 350 respondents, 259 (74%) agreed with regard **to social status increased since I joined Railways**.

The analysis has been done for **family oriented factors** affecting job satisfaction. The results are

1. Out of the 350 respondents, 281 (80.3%) have the opinion that their **husband/parents are always very kind and lovable**
2. Out of the 350 respondents, 246 (70.3%) have the opinion that always their **families depend on their cooking**.

3. Out of the 350 respondents, 189 (54%) have the opinion that always they **get support from their spouse** in family affairs.
4. Out of the 350 respondents, 270 (77.1%) have the opinion that they never **reflect the family tension in work environment**.
5. Out of the 350 respondents, 301 (86%) have the opinion that the **family problems never result in co-worker conflict**.
6. Out of the 350 respondents, 295 (84.3%) have the opinion that their concentration of work is never affected by more **responsibilities in their joint-family**.

Factor Analysis was also used to find the opinion of the respondents on non-family oriented variables affecting job satisfaction. It shows the factor loadings, eigen values and variance of the opinion of the respondents with regard to non-family oriented variables. Twenty-five factors emerged out of the 105 variables. These factors together explained 89.211 per cent of the variance in the total opinion of the respondents.

1. The first factor named 'pay and job security' explains the variance of opinion of the respondents towards non-family oriented variables to the extent of 13.244 per cent. Twenty- three out of 105 variables are clustered in this factor.

2. The second factor consists of twenty-one variables and it explains 12.002 per cent of the variance and it is named 'guidance of superiors and career guidance'.
3. 'Characteristics of subordinates' is the third important factor explaining 5.966 per cent of the total variance, consisting of eight variables.
4. The fourth factor which accounted for 5.852 per cent of the total variance consisted of six variables and it is named 'availability of job training'.
5. The fifth factor consisted of five variables and it explains 3.927 per cent of variance and it is named as 'importance given to treatment of women'.
6. The sixth factor named 'availability of furniture and facilities' explains 3.290 per cent of variance consisted of four variables.
7. The seventh factor, which accounted for 3.132 per cent of the total variance, consisted of two variables and it is assigned the name of 'trade union activities'.
8. The eighth factor consisting of three variables named 'availability of separate facilities in canteen for women' accounted for 2.726 per cent of the total variance.
9. The ninth factor 'availability of safe drinking water' which accounts for 2.660 per cent of the total variance comprised of two variables.
10. The tenth factor 'existence of active women's unions' which explains 2.573 per cent of the total variance consisted of two variables.

11. The eleventh factor 'availability of sufficient number of fans' consists of two variables and it accounted for 2.538 per cent of the total variance.
12. The twelfth factor named 'need to motivate subordinates' explains 2.495 per cent of the total variance and consists of two variables.
13. The thirteenth factor with the percentage variance equal to 2.485 named 'minimum job performance' consists of two variables.
14. The fourteenth factor 'level of gossiping' explains 2.484 per cent of the variance consists of two variables.
15. The fifteenth factor 'availability of modern office accessories' explains 2.417 per cent of total variance.
16. The sixteenth factor 'acceptable promotion basis' consisted of three variables and accounted for 2.378 per cent of the total variance.
17. The seventeenth factor 'the degree of motivation from co-workers' explains 2.293 per cent of total variance.
18. The eighteenth factor that accounted for 2.219 per cent of total variance comprised of four variables and it is names 'incentives given for additional qualifications'.
19. The nineteenth factor 'adequacy of maternity benefits' explains 2.212 per cent of the total variance.

20. The twentieth factor 'education improvement after employment' explains 2.169 per cent of the total variance.
21. The twenty-first factor, which accounted for 2.126 per cent of the total variance comprised of three variables and it is named 'salary increments'.
22. The twenty-second factor consisted of one variable and accounted for 2.036 per cent of the total variance and is named as 'level of freedom in performing the work'.
23. The twenty-third factor consists of three variables named 'character of superiors of not finding fault' and accounted for 2.029 per cent of the total variance.
24. The twenty-fourth factor that accounted for 2.019 per cent of the total variance comprised of two variables and it is named 'superiors' inconsiderate approach'.
25. The twenty-fifth factor consisting of just one variable accounts for 1.940 per cent of the total variance and is named 'the friendly and cooperative approach of co-male employees'.

Factor Analysis was also used to find the opinion of the respondents on the family oriented factors affecting job satisfaction. It shows the factor loadings, Eigen values and variance of the opinion of the respondents. Ten factors out of the 32 variables have emerged. These factors explain 75.546 per cent of the variance in the total opinion of the respondents.

1. The first factor named 'support and help from in-laws' explains 11.288 per cent of the total variance consisting of six variables.
2. 'Children factor' is the second factor explaining 10.109 per cent of the total variance consisting of five variables.
3. The third factor which accounted for 9.486 per cent of the total variance consisted of six variables named 'distance of working place'.
4. The fourth factor consisting of three variables named 'family problems resulting in co-worker' and it is accounted for 7.711 per cent of the total variance.
5. The fifth factor 'holidays', which accounts for 7.350 per cent of the total variance comprised of three variables.
6. The sixth factor 'doing the office work at home' explains 7.065 per cent of the total variance consisted of two variables.
7. 'Family tension affecting work' is the seventh factor with the percentage variance equal to 6.168 consists of one variable.
8. The eighth factor, which accounted for 5.826 per cent of the total variance, comprised of two variables and it is named as 'family allows me to go official tour'.
9. 'Family's dependence on your cooking' is the ninth factor with the percentage variance 5.388.

10. The tenth factor consisting of three variables accounts for 5.154 per cent of total variance and is named as 'requirement of prior preparation for day-to-day job'.

Further analysis was done in order to find the opinion of the respondents on switch over to better jobs, grasping job knowledge, exhausting leave, committing mistakes, grievances, performance, commitment, achieving goals through jobs and awareness of women empowerment. The following are the findings.

1. Out of 350 respondents, 270 (77.1 %) do not want to switch over to better jobs from their present Railway job.
2. Out of 350 respondents, 344 (98.3 %) have the skill to grasp job related task with speed and ease. Only 6 respondents forming a very mere 1.7 percent have said no for this.
3. Out of 350 respondents 312 (89.1 %) take leave for valid reasons, and do not avail their leave just to exhaust it.
4. 257 respondents out of 350 (73.4 %) do their respective jobs with a negligible number of mistakes, while 93 respondents forming 26.6 percent are well versed in their job and do it cent percent correct.
5. Out of the 350 respondents, 199 forming 56.9 percent have a very few grievances while 151 respondents forming 43.1 percent have no grievance.
6. A majority of 286 out of the 350 respondents forming 81.7 percent have

declared that their respective jobs offer scope to exhibit full potential.

7. Out of the 350 respondents, 218 (62.3%) exhibit their performance to their maximum level in their jobs. 125 (35.7 %) perform moderately and only 7 respondents (2 %) perform only to a minimum level in their jobs.
8. 214 respondents out of the 350 forming 61.1 percent have mentioned that they are highly committed to their job. 122 respondents forming 34.9 percent committed moderate and only 14 respondents forming a mere 4.0 percent committed only to a minimum level.
9. Out of 350 respondents, 220 forming 62.9 percent have achieved their goals through their present job while 130 forming 32.1 percent were not able to achieve their goals through their job.
10. it is clear that 197 respondents (56.3 %) have only liking to their jobs but 153 (43.7%) love it.
11. 197 respondents out of 350 forming 56.3 percent do like their jobs most of the time, while 111 forming 31.7 percent like their jobs all the time and 42 respondents forming 12 percent have the satisfaction of job feeling occasionally.
12. 261 respondents out of the 350 forming 74.6 percent have awareness of women empowerment to some extent, while 63 respondents forming 18 percent have it.. Only a mere 26 respondents forming 7.4 percent have no awareness regarding women empowerment.
13. Out of 350 respondents, 151 forming 43.1 percent have partially agreed that the

women empowerment programs in Railways are going on. 125 respondents forming 35.7 percent have fully agreed and 74 respondents forming 21.1 have disagreed with this statement.

In order to know whether the opinion regarding shifting to other job varies with the personal factors, a chi-square test was carried out.

1. There is association between the age and opinion regarding shifting to other jobs.
2. There is no association between the martial status and opinion regarding shifting to other jobs.
3. There is no association between the type of family and opinion regarding shifting to other jobs.
4. There is association between the social classification and opinion regarding shifting to other jobs.

## **5.5 Scope for further research**

Further research avenue is available in the following areas.

1. Performance evaluation of employees of the Southern Railway.
2. Job stress of women employees of the Southern Railway

3. A comparative study on Male-Female employees - a study with reference to their productivity.
4. A comparative study of Male-Female employees-a study with reference to their job satisfaction.

## 5.6 Suggestions

For the betterment of the women employees of the Southern Railway Madurai Division, the following suggestions are made. Suggestions are given in three dimensions

### ***A. Facilities which are to be maintained as they are.***

The following facilities provided by the Railway Department are expected to be maintained.

Women's job satisfaction is highly influenced by the feel that a **Railway job is highly secured.**

### ***(i) Work Environment***

1. It is a good and positive factor that most of the respondents are satisfied with their job because of its **accountability and responsibility.**

2. **Adequate freedom** in doing their job, is one of the reasons for performing their job with satisfaction.
3. **Good ventilation** is needed for any person to execute her work with full potential. Most of the women respondents have given their views that the ventilation at work place is good for light and air.
4. Another positive factor regarding the job satisfaction of the women employees is that **refreshment is provided inside campus**.
5. **Communication facilities** within campus are available for contacting each other and this reduces the wastage of work time.

**(ii) Employee Policies of Railways**

1. There is an overwhelming opinion among the women employees that the **transfer is made according to their family needs**.
2. The economic stability has to be continuously maintained even in the worst case of the demise of a Railway employee. The department maintains this by giving **Compassionate ground appointments**.
3. Intermediate unexpected expenses have to be tackled. In this juncture, the department gives a helping hand to its women employees through the **schemes for loans and advances**.
4. **Retirement benefits, insurance schemes** as well as **Provident fund schemes** are adequate.

5. **The leave policies of Railways and granting of leave by superiors** for valid reasons is one of the main reasons of job satisfaction for the majority of women employees.
6. **Salary is sufficient** and proportionate to work, **Satisfactory pay revision** and the **payment is on time** on the prescribed dates are the main reasons that most of the respondents express their job satisfaction.
7. **Bonus proportion** is satisfactory for a majority of the women employees of the Southern Railway, Madurai Division.
8. Railways strictly follow the **promotional norms** and it is one among the reasons for greater job satisfaction.
9. **Increments with respect to career development** are maintained.

**(iii) Employee welfare activities**

1. **Free Pass** for traveling with family is very helpful to them to go on planned family tours and for ad hoc travel.
2. The present **Maternity benefits** provided to the women employees are felt to be adequate.
3. The **Medical Facilities** provided by the department are satisfactory and adequate.
4. The existence of **employee unions** is very much neutral and the activities are focused on employee welfare.

**(iv) Inter-personal Relations**

The main factors with regard to inter-personal relationship given below, are to be maintained for keeping women employees satisfied.

1. Women expect to be respected in work environment without any gender bias.

And from this analysis it is clear that, **male subordinates respect women employees** in Southern Railway-Madurai Division.

2. **Co-male employees are friendly and co-operative** is an additional reason for job satisfaction of women employees.
3. Women employees are happy that the **co-workers share their work** in some necessary situations.
4. The **consideration of women grievances by higher officers** is welcomed by most of the respondents.
5. **Subordinates are trust worthy, Good relation among women employees and cooperation from subordinates** exists is another important factor for the work satisfaction.

**B. Facilities which are to be improved.**

The following facilities are to be improved. If it so, the level of job satisfaction will increase in future.

1. Existing **department training programmes** are to be improved with modern learning facility.
2. **Training venue** is to be improved according to women needs.
3. Superiors have to give their **guidance in work**.
4. Superiors are expected to be **more friendly and understanding** and should not find fault at everything.
5. **Groupism** among co-workers should be avoided at all levels.
6. **Gossiping** should be avoided by making everything transparent.
7. **Over-time benefits** are not sufficient. This aspect should be given due consideration.
8. The **appreciation methods** should be streamlined and highlighted by Railway welfare organizations, exclusively for committed women employees.
9. **Computer training** is to be given exclusively to Railway women employees in order to expose them to the latest in the IT field. This will help learning more productive as well as in teaching their children at home.
10. **Quarters facility** is to be improved by providing houses in good condition with all completed engineering and electrical repair work.
11. Sufficient provisions to meet **emergency situations** are to be improved.

***119.1.1.1.1 C. Facilities which are to be provided***

**The following facilities which are lacking now are to be provided to make women more comfortable in their jobs.**

1. An exclusive **women employees' union** is to be formed to meet out the demands and aspirations of women working in Railways.
2. **Good toilet facilities** with modern accessories **to meet women's needs** should be set up.
3. **Rest room** is needed for women's privacy.
4. **Crèche** is needed to enable new mothers to leave their children there so that they will be mentally free in their working environment.
5. **Recreation facilities** should be made separate for women employees.
6. **Cleanliness at work environment** is to be maintained by providing modern cleaning accessories.
7. **Modern well-equipped office equipments** to carry out office work smoothly are very much needed to execute the work in time with precise.

#### **D. Family Factors**

1. It is very pleasant to see that most of the family responsibilities like household work, academic progress of children, family tension, family problems, joint family fissures do not result in co-worker conflicts, postponement of work and absent-mindedness.

2. Women employees should give due importance to their health and they should develop the attitude of proper balancing of family-work conflicts, so that they will be efficient and productive, both in family and in working environment.

#### **E. General Factors**

- a. Grievances of women employees can be minimized by maintaining a grievance cell headed by a woman officer.
- b. Counseling on 'planning the finance for the family needs' can be given to the employees to reach 100 percent achievement of their goals.
- c. Awards can be formulated for the achievers to increase their potential.
- d. Health programs and awareness seminars shall be conducted regularly.
- e. Women Empowerment programs shall be conducted regularly. A forum can be setup among the women employees to discuss and decide about the programs.

#### **Conclusion**

Railways play a vital role in the economic development of the country. The Madurai Division is the biggest of all the divisions of the Southern Railway and consists of a considerable number of women employees. The success of the organization depends upon their active participation and involvement in their respective jobs. It is very important to look into their grievances and to redress them to make them content at their work. It is the duty of the organization to keep them cheerful and comfortable in their work. A positive response from the women employees may be reflected in the performance of the job. As a result, the organization will gain in attaining the goals and, in turn, it may keep its employees happy and provide them satisfactory working conditions. The planners can do the needful based upon the environment. If this study is found useful by the planners, employees and scholars, the researcher shall feel happy for her contribution to the field.

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