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Employee Satisfaction In Southern Railway

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ABSTRACT

Employees are the channels of service delivery and its promotion. Service delivery is very closely related to the performance of employees. For the effective utilization of employees, to improve service quality and for better financial performance, their satisfaction in various factors is highly required. In this context, satisfaction of employees at the operating level across different departments and divisions relating to the attitude of superiors and passenger amenities and their attitude to employees are studied.

1. INTRODUCTION

Employees are the channels of service delivery and its promotion. Service delivery is very closely related to the performance of employees. The real wealth of an organization is its employees and therefore, the role of employees and their satisfaction needs to be fully scrutinized to ensure high quality delivery of service. In Railways, labor is considered as a dominant factor of production for increasing productivity. In order to get the best results from employees, management must be aware of what employees expect from their employers. Moreover, dynamic changes have been taking place at a faster rate in technology; computerization, mechanization of track maintenance, organization culture etc. to meet the emerging challenges of traffic requirements in Indian Railways. Systematic manpower planning is essential to meet the challenges of the changing environment, by ensuring that the existing manpower is utilised to the maximum possible extent. In a service sector like Railways, the quality, quantity and the utilization of human resources become all the more important[1]. For the effective utilization of employees, to improve service quality and for better financial performance, their satisfaction in various factors is highly required. In this context, satisfaction of employees at the operating level across different departments and divisions relating to the attitude of superiors is carried out based on the following hypothesis.

2. OBJECTIVES OF THE STUDY

- To make an analysis of employees across divisions and departments.
- To evaluate the employee's perception on the attitude of superiors.

3. METHODOLOGY

The employees are given with a structured questionnaire to assess their level of satisfaction in respect of the selected variables. The researcher makes an attempt to analyse the satisfaction of employees at the operating level through their perception. Operating Division performs logistic functions by which activities of several service departments are co-ordinated to produce the end result- transportation. They comprise of front-line employees like Station Masters, Booking/ Reservation clerks, Travelling Ticket Examiners (TTEs), and Mechanical staff like loco pilots and Guards. Front-line employees, who are in touch with the customers, have to face multiple tasks and it creates tremendous stress in the minds of employees. They are the persons who are actually delivering service to the travelling public and are directly affected by the strategies adopted

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during the turnaround period. The staff strength of Southern Railway for the year 2009-10 totaled 99329, reduced to 95741 in the Year 2010-11. This reduction is done by reducing employees in all the departments, except accounts and administration.

The employees of Southern Railway are spread over more than 750 categories across nine departments and field units. The nature of job varies from category to category. There are about 10,140 women employees working over different divisions / units in Southern Railway.

Even if we consider the technological improvement that has taken place in ticketing and signaling, the pressure of workload of employees with the present volume of traffic is much more in 2009-10. All these may adversely influence their job satisfaction. The operating performance of Railways depends on a team work and service of booking/reservation clerks, station masters, loco pilots, ticket checking staff etc. They all belong to Group C category.

SAMPLE PROFILE OF RESPONDENTS

Age- Age of the employees has an important role in the level of satisfaction and perception of employees. The age-wise distribution of employees is given in table 1.1

TABLE 1
AGE-WISE DISTRIBUTION OF EMPLOYEES

Department	Age				Total
	Below 30	30-39	40-49	50-59	
Traffic	4	21	22	22	69
	(5.8)	(30.4)	(31.9)	(31.9)	(100.0)
Commercial	2	6	16	14	38
	(5.3)	(15.8)	(42.1)	(36.8)	(100.0)
Mechanical	0	27	65	1	93
	(0.0)	(29.0)	(69.9)	(1.1)	(100.0)
Total	6	54	103	37	200
	(3.0)	(27.0)	(51.5)	(18.5)	(100.0)

Source: Primary data collected from informants.
Figures in parentheses represent percentage

Gender - Gender-wise classification given in table 6.3 shows that 13.5 per cent are women employees and 86.5 per cent are male employees. 10 to 15 per cent of the employees are female and the majority of employees (85% and above) are male under all the three categories. The reduction in female representatives in the workforce may be due to arduous and inconvenient shift duties at isolated places.

TABLE 2
GENDER-WISE CLASSIFICATION OF EMPLOYEES

Department	Gender		Total
	Male	Female	
Traffic	60	9	69
	(87.0)	(13.0)	(100.0)
Commercial	34	4	38

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	(89.5)	(10.5)	(100.0)
Mechanical	79	14	93
	(84.9)	(15.1)	(100.0)
Total	173	27	200
	(86.5)	(13.5)	(100.0)

Source: Primary data collected from informants.
Figures in parentheses represent percentage

Educational qualification –It is clear from the table that majority (71 %) of the employees is PG and professional or technical graduates. In the case of traffic department, 58 per cent of the employees are post graduates followed by 17.4 per cent each graduates and SSLC pass holders. In Commercial department, 63.2 per cent are post graduates followed by 28.9 per cent graduates. However, in the Mechanical department, 74.2 per cent of the employees are either professionals or possessing technical degrees, which is considered as the minimum qualification.

TABLE 3
PROFILE OF EDUCATIONAL QUALIFICATION

Department	**Educational Qualification**				**Total**
	SSLC	**Degree**	**PG**	**Professional/ Technical**	
Traffic	12	12	40	5	69
	(17.4)	(17.4)	(58.0)	(7.2)	(100.0)
Commercial	0	11	24	3	38
	(0.0)	(28.9)	(63.2)	(7.9)	(100.0)
Mechanical	7	16	1	69	93
	(7.5)	(17.2)	(1.1)	(74.2)	(100.0)
Total	19	39	65	77	200
	(9.5)	(19.5)	(32.5)	(38.5)	(100.0)

Source: Primary data collected from informants.
Figures in parentheses represent percentage

Length of service – Longer the service, greater the experience and the length of service have an important role in the level of satisfaction. Table indicates that 63.5 per cent of the total employees are having more than 20 years of service and the length of service is comparatively lower among Mechanical category of employees. Those who are having less than ten years of service constitute nearly 10 per cent in all the departments. This indicates that new appointments have not been made significantly for the past ten years.

TABLE 4
DISTRIBUTION OF EMPLOYEES ON THE BASIS OF EMPLOYEE'S LENGTH OF SERVICE

Department	**Length of service**					**Total**
	Less than 5 years	**5-9 years**	**10-14 years**	**15-19 years**	**20 and above**	
Traffic	0	0	17	4	48	69
	(0.0)	(0.0)	(24.6)	(5.8)	(69.6)	(100.0)
Commercial	1	3	3	5	26	38
	(2.6)	(7.9)	(7.9)	(13.2)	(68.4)	(100.0)

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Mechanical	14	1	15	10	53	93
	(15.1)	(1.1)	(16.1)	(10.8)	(57.0)	(100.0)
Total	15	4	35	19	127	200
	(7.5)	(2.0)	(17.5)	(9.5)	(63.5)	(100.0)

Source: Primary data collected from informants
Figures in parentheses represent percentage

The study attempts to look into the employees' satisfaction regarding organizational environment, attitude of superiors, turnaround related factors, present passenger amenities and attitude of passengers to employees.

ATTITUDE OF SUPERIORS

Human being is the most important factor playing a pivotal role in the area of productivity and maintenance of quality. Unlike machines, human beings act and react favorably or otherwise when engaged in diverse working conditions and in tiresome jobs. This may be due to limited scope for advancement in one's career, lack of proper attention from superiors in matters connected with the service conditions or working conditions.

TABLE 5
PERCEPTION ON ATTITUDE OF SUPERIORS

Department	**Attitude of superiors**					**Total**
	Excellent	**Very good**	**Good**	**Satisfactory**	**Poor**	
Traffic	0	4	22	26	17	69
	(0.0)	(5.8)	(31.9)	(37.7)	(24.6)	(100.0)
Commercial	3	12	8	8	7	38
	(7.9)	(31.6)	(21.1)	(21.1)	(18.4)	(100.0)
Mechanical	0	11	31	18	33	93
	(0.0)	(11.8)	(33.3)	(19.4)	(35.5)	(100.0)
Total	3	27	61	52	57	200
	(1.5)	(13.5)	(30.5)	(26.0)	(28.5)	(100.0)

Source: Primary data collected from informants.
Figures in parentheses represent percentage

It is learnt from the table that 71.5 per cent of employees (1.5+13.5+30.5+26.0) are of the opinion that it is excellent, very good, good and satisfactory and 28.5 per cent have expressed it as poor. 35.5 per cent of employees of Mechanical Department are of the opinion that attitude of superiors is poor, compared to the average of 28.5 per cent. 7.9 percent of the employees of Commercial department have viewed it as excellent as against zero per cent in case of both Traffic and Mechanical department. 31.6 per cent of the employees belonging to Commercial department have rated it as very good.

Grievance reporting- When employees face with any grievance regarding the organizational environment or any matter in connection with their work, the study attempts to find whether they report the grievances to the authorities and in what way they respond. Table shows that almost all the employees report their grievances. (98%). Two per cent of the employees who do not report their grievance belong to traffic department and it might be due to their indifference.

TABLE 6

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PERCEPTION ON GRIEVANCE REPORTING

Department	Grievance reporting		Total
	Yes	No	
Traffic	65	4	69
	(94.2)	(5.8)	(100.0)
Commercial	38	0	38
	(100.0)	(0.0)	(100.0)
Mechanical	93	0	93
	(100.0)	(0.0)	(100.0)
Total	196	4	200
	(98.0)	(2.0)	(100.0)

Source: Primary data collected from informants.
Figures in parentheses represent percentage

RESPONSE TO THE GRIEVANCE

Though almost all the employees from the three departments report their grievances, the authorities respond only with repeated reminders. In some cases, they do not get any response also. Table 6.15 illustrates the response to the grievance and it is learnt that 66.3 per cent of the total employees are of the opinion that the authorities respond only with repeated reminders. Similar is the case with Traffic and Mechanical department.

TABLE 7
PERCEPTION ON RESPONSE TO THE GRIEVANCE

Department	Response to the grievance				Total
	Forwarding to higher authorities	Delegating powers to redress the grievance	Respond only with repeated reminders	No response	
Traffic	14	6	39	6	65
	(21.5)	(9.2)	(60.0)	(9.2)	(100.0)
Commercial	6	13	13	6	38
	(15.8)	(34.2)	(34.2)	(15.8)	(100.0)
Mechanical	2	5	78	8	93
	(2.2)	(5.4)	(83.9)	(8.6)	(100.0)
Total	22	24	130	20	196
	(11.2)	(12.2)	(66.3)	(10.2)	(100.0)

Source: Primary data collected from informants.
Figures in parentheses represent percentage

Opportunity to give suggestions- Participation of employees in management and operation by giving them opportunity to provide suggestions would definitely add on the morale of employees.

TABLE 8
OPPORTUNITY TO GIVE SUGGESTIONS

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Department	Opportunity to give suggestions					Total
	Highly satisfied	Satisfied	Moderate	Dissatisfied	Highly dissatisfied	
Traffic	00	12	12	30	11	65
	(00)	(18.5)	(18.5)	(46.2)	(16.9)	(100.0)
Commercial	00	12	15	10	1	38
	(00)	(31.6)	(39.5)	(26.3)	(2.6)	(100.0)
Mechanical	00	7	37	39	10	93
	(00)	(7.5)	(39.8)	(41.9)	(10.8)	(100.0)
Total	00	31	64	79	22	196
	(00)	(15.8)	(32.7)	(40.3)	(11.2)	(100.0)

Source: Primary data collected from informants.
Figures in parentheses represent percentage

Table shows that 51.5 per cent (40.3+11.2) of the total employees are dissatisfied as they are not given with such opportunity. Traffic (63.1%) and Mechanical department (52.7%) employees opined that they are not given with enough opportunity to give suggestions. As far as Commercial department employees are concerned, the attitude of the superiors in this respect is either satisfied (31.6%) or moderate (39.5%). Since they are given with such opportunity, the study attempts to find whether their suggestions are considered in arriving at policy decisions.

ACCEPTANCE OF SUGGESTIONS IN DECISION MAKING

TABLE 9
ACCEPTANCE OF SUGGESTIONS IN DECISION MAKING

Department	Acceptance of suggestions in decision making					Total
	Highly satisfied	Satisfied	Moderate	Dissatisfied	Highly dissatisfied	
Traffic	00	1	22	37	5	65
	(00)	(1.5)	(33.8)	(56.9)	(7.7)	(100.0)
Commercial	00	10	13	11	4	38
	(00)	(26.3)	(34.2)	(28.9)	(10.5)	(100.0)
Mechanical	00	0	36	41	14	91
	(00)	(0.0)	(39.6)	(45.1)	(15.4)	(100.0)
Total	00	11	71	89	23	194
	(00)	(5.7)	(36.6)	(45.9)	(11.9)	(100.0)

Source: Primary data collected from informants.
Figures in parentheses represent percentage

Table shows that 57.8 per cent (45.9+11.9) of the total employees are either dissatisfied or highly dissatisfied. Majority of employees belonging to Traffic (64.6%) and Mechanical departments (60.5%) are either dissatisfied or highly dissatisfied as their suggestions are not accepted in decision making. However the majority of employees in the Commercial Department (60.5%) are of the view that their suggestions are accepted in decision making.

It is observed from the tables that the Traffic and Mechanical department employees are rarely getting opportunity to give suggestions for improvement and the suggestions, if any, given are rarely implemented. However, Commercial department employees get more opportunities to give suggestions and most of their

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suggestions are implemented. This may be due to the suggestions given by Traffic and Mechanical departments are of technical nature, involving feasibility study and financial commitment.

PUNITIVE ACTION

It is evident from the table that majority of employees of all the three departments are of the same opinion that punitive action is taken against any lapses in duty, which may be safety violation, loss of revenue or any other reason. 67.7 per cent of the total employees opined that punitive action is taken for all the above said reasons. This may add to the satisfaction of employees who do not fall into the erring group.

TABLE 10
REASONS FOR PUNITIVE ACTION

Department	Reasons for Punitive action				Total
	Safety violation	Loss of revenue	Other reason	All of these	
Traffic	18	2	14	34	68
	(26.5)	(2.9)	(20.6)	(50.0)	(100.0)
Commercial	6	5	0	17	28
	(21.4)	(17.9)	(.0)	(60.7)	(100.0)
Mechanical	7	2	7	77	93
	(7.5)	(2.2)	(7.5)	(82.8)	(100.0)
Total	31	9	21	128	189
	(16.4)	(4.8)	(11.1)	(67.7)	(100.0)

Source: Primary data collected from informants.
Figures in parentheses represent percentage

Dealing with the fury of passengers- Majority of the operating staff are frontline employees and they have to deal with the problems of passengers. In this context, the study also considers whether employees face the fury of passengers, while dealing with their problems.

TABLE 11
FACING THE FURY OF PASSENGERS

Department	Facing the fury of passengers		Total
	Yes	No	
Traffic	63	6	69
	(91.3)	(8.7)	(100.0)
Commercial	32	6	38
	(84.2)	(15.8)	(100.0)
Mechanical	55	32	87
	(63.2)	(36.8)	(100.0)
Total	150	44	194
	(77.3)	(22.7)	(100.0)

Source: Primary data collected from informants.
Figures in parentheses represent percentage

It is clear from the table that 77.3 per cent of the total employees are facing the fury of passengers. The worst

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affected are the employees of Traffic department (91.3%), compared to the employees of Commercial department with 84.2 per cent and that of Mechanical department with 63.2 per cent. As Mechanical staff have not much contact with the passengers, their percentage is slightly lower than that of other departments.

As majority of employees in the Traffic and Commercial department are facing the fury of passengers, the study attempts to find what type of abuse, whether physical or verbal abuse, they are facing.

PHYSICAL ASSAULT

It is learnt from the table that on an average 55.9 per cent of the employees are rarely facing physical assault from the passengers and 41.2 percent opined that they never face physical assault. This holds true in all the three departments.

TABLE 12
FACING PHYSICAL ASSAULT

Department	Physical assault.					Total
	Frequently	Occasionally	Rarely	Very rarely	Never	
Traffic	00	0	30	00	18	48
	(00)	(0.0)	(62.5)	(00)	(37.5)	(100.0)
Commercial	00	1	11	00	9	21
	(00)	(4.8)	(52.4)	(00)	(42.9)	(100.0)
Mechanical	00	3	35	00	29	67
	(00)	(4.5)	(52.2)	(00)	(43.3)	(100.0)
Total	00	4	76	00	56	136
	(00)	(2.9)	(55.9)	(00)	(41.2)	(100.0)

Source: Primary data collected from informants.
Figures in parentheses represent percentage

VERBAL ABUSE

TABLE 13
VERBAL ABUSE

Department	Verbal abuse					Total
	Frequently	Occasionally	Rarely	Very rarely	Never	
Traffic	6	28	28	00	0	62
	(9.7)	(45.1)	(45.2)	(00)	(.0)	(100.0)
Commercial	10	7	5	00	1	23
	(43.5)	(30.4)	(21.7)	(00)	(4.3)	(100.0)
Mechanical	2	15	38	00	16	71
	(2.8)	(21.1)	(53.5)	(00)	(22.5)	(100.0)
Total	18	50	71	00	17	156
	(11.5)	(32.1)	(45.5)	(00)	(10.9)	(100.0)

Source: Primary data collected from informants.
Figures in parentheses represent percentage

It is observed from the table that all the employees of the Traffic department are facing verbal abuse from the

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passengers, rarely or occasionally. As the Commercial department employees are the front-line employees, they frequently face verbal abuse (43.5%) compared to other departments. The employees of Mechanical department are not having much contact with the passengers and they occasionally or rarely face verbal abuse.

RESPONSE OF SUPERIORS

When employees face the fury of passengers, the attitude of superiors will have an impact on their satisfaction and hence it is also studied.

TABLE 14
RESPONSE OF SUPERIORS

Department	Attitude of superiors in such situations				Total
	Immediate response by RPF/GRP protection	Moral support	Measure to avoid the occurrence	Poor response	
Traffic	19	2	13	32	66
	(28.8)	(3.0)	(19.7)	(48.5)	(100.0)
Commercial	3	11	3	19	36
	(8.3)	(30.6)	(8.3)	(52.8)	(100.0)
Mechanical	10	20	18	37	85
	(11.8)	(23.5)	(21.2)	(43.5)	(100.0)
Total	32	33	34	88	187
	(17.1)	(17.6)	(18.2)	(47.1)	(100.0)

Source: Primary data collected from informants.
Figures in parentheses represent percentage

It is learnt from the table that 47.1 per cent of the total employees are getting poor response from the superiors and nearly 17 per cent of the employees are getting immediate response by RPF, moral support and measures to avoid occurrence. It is also observed that 52.8 per cent of the employees of Commercial department, 48.5 per cent of Traffic department and 43.5 per cent of Mechanical department employees are getting poor response from superiors in such situations.

Regarding the attitude of superiors, employees of Mechanical department are highly dissatisfied and employees of Commercial department employees are satisfied with the general behaviour of superiors, opportunity to give suggestions and acceptance of their decisions. Both Mechanical and Traffic department employees are dissatisfied with the opportunity to give suggestions and acceptance of their decisions. All the three departments are dissatisfied with the response to their grievance and the fury of passengers. When the employees are not getting moral support from the superiors and they are forced to work under worse working conditions, they are put under stress.

INFERENTIAL ANALYSIS

Inferential analysis is done to find out there exist any significant difference in the perception of employees in respect of attitude of superiors, and passenger amenities and their attitude towards employees across divisions, departments and also on the basis of length of service.

Division-wise analysis- The employees under study are taken from four divisions, viz. TVC, PGT, MAS and SA. Hence division-wise analysis is done.

With regard to organization environment, the employees of all the divisions, except TVC are satisfied with a mean score of more than 50 per cent. The employees of all the four divisions are satisfied with the attitude of superiors; particularly employees of MAS division with a mean score of 63.13 per cent, followed by SA division with 55.83 per cent, PGT with 55 per cent and TVC division with 54.65 per cent. However,

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employees of all the four divisions are not satisfied with the turnaround related factors, as the mean percentage score is far below 50 per cent. (39.94%) In respect of passenger amenities and attitude of passengers towards employees, employees MAS division only are satisfied with a mean score of 54.51 per cent.

To find out whether there exists a significant difference in the opinion of employees of four different divisions, one-way ANOVA is done and is found that there is significant difference among employees in respect of attitude of superiors and passenger amenities and passenger attitude to employees. There is no significant difference in the opinion of employees of four divisions under study in respect of organization culture and turnaround related factors.

TABLE 15
MEAN AND MEAN PERCENTAGE SCORE ACROSS DIVISIONS

Division		Attitude of Superiors
TVC	Mean	25.14
	Std. Deviation	5.74
	Mean % Score	54.65
PGT	Mean	25.30
	Std. Deviation	3.75
	Mean % Score	55.00
MAS	Mean	29.04
	Std. Deviation	5.58
	Mean % Score	63.13
SA	Mean	25.68
	Std. Deviation	4.23
	Mean % Score	55.83
Total	Mean	26.29
	Std. Deviation	5.12
	Mean % Score	57.15

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Attitude of Superiors	**Between Groups**	511.86	3	170.620	7.104	<.001
	Within Groups	4707.32	196	24.017		
	Total	5219.18	199			

Department-wise Analysis- Employees under study belong to three different departments and hence analysis is done.

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TABLE 1.15
MEAN AND MEAN PERCENTAGE SCORE ACROSS DEPARTMENTS

Department		Attitude of Superiors
Traffic	Mean	25.91
	Std. Deviation	5.82
	Mean % Score	56.33
Commercial	Mean	29.18
	Std. Deviation	6.12
	Mean % Score	63.44
Mechanical	Mean	25.39
	Std. Deviation	3.50
	Mean % Score	55.19
Total	Mean	26.29
	Std. Deviation	5.12
	Mean % Score	57.15

Table shows that employees of Commercial department are more satisfied with the organizational environment, (54.68%) attitude of superiors (63.44%) and also with the passenger amenities and attitude towards employees (59.13%). The highly dissatisfied category is Traffic department. They are satisfied only with the attitude of superiors. All the employees are satisfied with the attitude of superiors with a mean score of 57.15 per cent. With regard to organizational environment, except traffic department, the other two department employees are satisfied. All the employees are dissatisfied with the turnaround related factors with a mean score of 39.94 per cent.

To find out whether there exists a significant difference in the opinion of employees of three different departments, one-way ANOVA is done and is found that there is significant difference in the opinion of employees in respect of organizational environment,(0.001) attitude of superiors (0.001) and passenger amenities and passenger attitude to employees. (0.001). Among different category of employees, Commercial department employees are more satisfied with the attitude of superiors and the passenger amenities, compared to Traffic and Mechanical department. The Traffic department employees are the least satisfied group in respect of organization environment and turnaround related factors. However, in respect of turnaround related factors, there is no difference in the perception of employees.

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Attitude of Superiors	Between Groups	403.92	2	201.96	8.263	<.001
	Within Groups	4815.25	197	24.44		
	Total	5219.18	199			

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Length of service- Employees under study differ in their years of service, and the study attempts to find out whether their opinion differ in respect of selected variables.

TABLE 16
ANALYSIS ON THE BASIS OF LENGTH OF SERVICE

Length of service		Attitude of Superiors
Less than 5 years	Mean	27.00
	Std. Deviation	0.00
	Mean % Score	58.70
5-9 years	Mean	26.50
	Std. Deviation	1.73
	Mean % Score	57.61
10-14 years	Mean	24.06
	Std. Deviation	5.70
	Mean % Score	52.30
15-19 years	Mean	26.84
	Std. Deviation	2.48
	Mean % Score	58.35
20 and above	Mean	26.73
	Std. Deviation	5.48
	Mean % Score	58.11
Total	Mean	26.29
	Std. Deviation	5.12
	Mean % Score	57.15

All the employees are satisfied with the attitude of superiors, (57.15%) and organization environment, (50.46%). Employees with less than 5 years of experience are more satisfied with organization culture, attitude of superiors and passenger amenities, compared to the other groups. The employees are highly dissatisfied with the turnaround related factors. (39.94%) and the employees with more than fifteen years of experience are the least satisfied. (33.59%)

To find out whether the difference is significant, one-way ANOVA is done and found that there is significant difference among employees with different years of service in the organization environment related factors only. (0.001)

ANOVA

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		Sum of Squares	df	Mean Square	F	Sig.
Attitude of Superiors	Between Groups	212.870	4	53.218	2.073	.086
	Within Groups	5006.310	195	25.673		
	Total	5219.180	199			

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4. CONCLUSION

Dedicated and loyal Employees are the assets of any organization and they expect job security, work satisfaction and adequate financial rewards. If they are properly managed and taken care of by fulfilling their needs, organizations are likely to grow fast. The efficiency of an organization depends up on the performance of the employees, which in turn, depends upon the satisfaction of employees. Job performance is based on morale and motivation to work. A satisfied worker will certainly help in creating a good morale, but that alone may not lead to high productivity unless it is accompanied by good motivation. This may be evaluated only on the employees' attitude towards the objectives of the organization. The needs of the employees are to be studied and analysed by the management for the purpose of achieving the organizational objectives.

The study attempts to find out whether employees belonging to Traffic, Commercial and Mechanical department employees are satisfied with the attitude of superiors, The organizational culture and attitude of the superiors have not changed and the employees expect a change in this. The open line staff has a different work environment and this is not taken into consideration in their welfare schemes. Inferential analysis shows that employees are satisfied with the attitude of superiors.

5. SUGGESTIONS

- Understand the competence of employees and utilize their multi- skills for the development of the organization and also for their welfare and betterment.
- The administration should inculcate the habit of making the redundant workers to work who are placed under supernumerary posts.
- Delegation of authority will help to increase motivation of employees.
- Better benchmarking and communication is needed to implement Performance Related Incentive.
- Employees' opinion is to be considered for decisions relating to revenue generation also.

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