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Research Paper

Psycho-Social Factors and Job Satisfaction among Railway Employees in Chhattisgarh State

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ABSTRACT

This study aims to explore the association among organisational climate, work motivation, and job satisfaction of technicians in Indian context those who working with south east central railway. Total 160 technicians were included for the study. They all worked as on roll jobs in Indian Railway Bilaspur zone. In this study correlational research design was used. Hierarchical multiple regression analysis revealed significantly positive association between organisational climate and job satisfaction and predicts 18.1% of the variance. Work motivation also found significantly positive correlation with job satisfaction and predicts 9.6% of the variance. Both of predicting variables contribute overall 27.7% variance for criterion variable job satisfaction. It is concluded that psychosocial support is most essential thing for job satisfaction. Theoretical and practical implications of the research findings are discussed.

Keywords: *Regression analysis, Technicians, Work motivation, Organisational climate, Job satisfaction*

Success of Indian Railways is basically depends on the performance of technical staff those working in different disciplines and faculty. Organisational climate and work motivation are some of the key factors to ensure job satisfaction and play an important role to achieving the organisations goals. When work goals are clearly defined, employees can meet established standards feels heightened, personal pleasure and a sense of accomplishment result. Indian Railways are investing a lot in procuring hardware, but until and unless adequate care is taken towards the human-ware, the Indian Railway will face problems. Recognizing this, Indian Railways have started looking into the inner side of the employees' behaviour. However, no attempt has so far been made to explore the possible contribution of Job satisfaction of technicians in relation to organizational climate and work motivation. The happy worker is such an employee has a sense of effectiveness and efficiency in performing his or her work activities (Herzberg, 1966). Work motivation is a set of energetic force that originate both within as well as beyond an individual's being, to initiate work-related behaviour, and to determine its form, direction, intensity, and duration (Rousseau 1988). Work motivation and climate of organisation was initial factors for job satisfaction (DeCruz, 1997; Moynihan & Pandey, 2007; Taştan, 2013). Pritchard and

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Karasick (1973) were found OC was influenced job satisfaction and influenced the performance of the individuals. Everyone deserves to work in a climate of dignity and respect. This paper proposes to examine the relationship of psychosocial factors and job satisfaction among the participants that may affect their employee's performance.

METHOD

Sample

The sample of the study comprised of 160 railway employees working in engineering section, Raipur. Purposive sampling method was used for data collection. Age of the respondents varied from 25 to 38 years. The working experience varied from 2 to 15 years.

Design

In this study correlational research design was used. Hierarchical multiple regression analysis was used to summarize the data as well as to study relationship between a criterion variable and predicting variables.

Measures

This study consists of three variables viz. organisational climate, work motivation and job satisfaction scale. Sociodemographic variables were noted by self-made measures.

- **Organizational Job Satisfaction Questionnaire (Ojha, 2009) -** The reliability and validity were high at 0.78 which is significant at .01 level of significance.
- **Organizational Climate Inventory (Chattopadhyay & Agarwal, 1976) –** The Organizational climate inventory consists of 70 items. Reliability co-efficient by Spearman-Brown Formula was .898 which shows that there was high internal consistency in the instrument and hence it was highly reliable and valid.
- **Work Motivation Questionnaire (K.G. Agarwal, 2005) -** Work motivation scale of Agarwal (2005) was used. It consists of 26 items. The reliability coefficient by Spearman Brown formula was .994 which significant at .01 level of significance.

Procedure

Firstly, getting the permission of competent authority was taken, after that builds the rapport with participants those who fit our inclusion criteria and discuss all information about purpose of the research specially made surety about their identity would not be disclosed at any stage. A purposive sampling method was used to collect the data from the sample. Data were collected through personal means by the distribution of questionnaire in the beginning of January and was collected, as a when completed till July 2016, 182 questionnaires were collected in the end. 160 questionnaires were found to be completed in all aspects, and hence were considered for inclusion for the final study.

RESULT & DISCUSSION

Mean and Standard deviation were studied for knowing the characteristics of the data to yield fruitful information about criterion, and predicting variables (Table - 1).

Table 1 Demographic information of the participants (N = 160)

Variables	Frequency	Percent (%)	Mean	SD
Age (Years)			33.80	2.740
25 – 31		20.6		
32 – 38		79.4		
Employment Period (Year)				

Variables	Frequency	Percent (%)	Mean	SD
2 – 8	116	72.5		
9 -15	44	27.5		
Job Profile				
Senior level technicians	121	75.6		
Junior level technicians	39	24.4		

Table 2 Hierarchical multiple regression analysis of organizational climate and work motivation with criterion variable job satisfaction

Predictors	Model 1		Model 2	
	β	VIF	β	VIF
Organisational climate	0.425**	1.000	0.395**	1.010
Work motivation			0.311**	1.010
R	0.425		0.526	
R^2	0.181		0.277	
R^2 Change	0.181		0.096	
F	F (1, 158) = 34.930**		ΔF (2, 157) = 30.048**	

**p < .01

Hierarchical multiple linear regression analysis was used to summarize the data as well as to study relationship between a single criterion variable and two predicting variables. To examine the predicting effect of organizational climate and work motivation on job satisfaction with control variable age level of the participants hierarchical multiple regression analysis was computed. The results are presented in (table – 2).

The result of the model 1 predicting variable organisational climate reveals that the F value is significant F (1, 158) = 34.930, p< 0.01 indicate that the variable contribute positively significant in the variation of the criterion variable job satisfaction, contributing 18.1 %, R = .425; R^2 =.181, ΔR^2 = .181, the model explain 18.1% of the variance in job satisfaction, the standardized β value = .425, t = 5.910, indicates that organisational climate is significantly positively associated with job satisfaction; which shows if working place provide suitable climate than job satisfaction level had also good. It means climate of organization is very important factor for employees' satisfaction. Employees' job satisfaction strongly related with the types of company and organizational climate (Tsai, 2014). Orman (2011) reveal employees organization climate was positively correlated with job satisfaction. Organisational climate had varying impacts on job satisfaction (Payne, Fineman & Wall, 1976; Chadha, 1988; Taştan, 2013). Bahrami et al. (2016) stated improving the organizational climate could be a valuable strategy for improving organizational commitment.

In model 2 including work motivation variable ΔF value (2, 157) = 30.048, p < 0.01 is significant which explain that the model 2 work motivation variable is significant positive contribution in variation of the job satisfaction, contributing 9.6 %, R = .526; R^2 =.277, ΔR^2 = .096, the model explains overall 27.7% of the variance in job satisfaction, which work motivation was added. The standardized β value =.311, t = 4.560, indicates that work motivation is also significantly positively associated with job satisfaction. Weisch and LaVan (1981) was also found link between climate and motivation for job satisfaction. It is concluded that control variable age was not found significant relation that's why stepwise method exclude this variable; organizational climate 18.1% and work motivation was 9.6%

separately; overall both predicting variables are explained 27.7 % of the total variance (Table – 2). VIF was found between the ranges of 1.000 to 1.010 which was distant from the 1.0 to 4.0 criteria that may indicate multicollinearity concern (Pandey & Shrivastava, 2016). It is clear that all the variables were positively correlated with job satisfaction of the participants.

Working in a supportive and friendly corporate environment was very important for them. Supportive environment is more salient that higher compensation. These findings are consistent with level of acceptance by peers is more important factor than the level of compensation in defining job satisfaction (Hawkes et al., 1984). Positive rewards play a significant role in job performance and also higher level of motivation (Danish & Usman, 2010). Job satisfaction and organisational climate are found positively significant relation between each other (Reddy, 2011; Suman & Srivastava, 2012; Permarupan, Saufi, Kasim, & Balakrishnan, 2013).

CONCLUSION

The findings of the study revealed and concluded that, work motivation and organizational climate was positively associated with employees and their level of job satisfaction; consequently, in railway industry, the people from different geographical regions, different linguistic locations, different castes, religions, colour, creed come together to earn the livelihood by nurturing and nourishing their organisation by their grit and grim. The binding force which keeps the people together is the organisation, its climate and the aims and objectives which it has to achieve. The health of the organisation decides the overall wellbeing of its employees and their families. It means if better the health of organisation the better shall be living standard and growth potential of its employees.

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Conflict of Interest

The author(s) declared no conflict of interest.

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