

FAMILY ORIENTED FACTORS AFFECTING JOB-SATISFACTION OF WOMEN EMPLOYEES OF SOUTHERN RAILWAY - A STUDY WITH REFERENCE TO MADURAI DIVISION

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Abstract

Work-Family Conflict is an important concern for individuals and organizations alike because of its negative consequences leading to reduce job satisfaction as well as family satisfaction. The objective of the paper is to determine the factors affecting work life balance among women employees of the Southern Railway Madurai Division. Descriptive Research method is adopted for collecting 350 samples. The respondents were drawn under simple random sampling method from the Southern Railway Madurai Division. It found that "Family Oriented Factors affecting Job-Satisfaction of Women Employees of Southern Railway" has found that women employees are mentally and physically healthy.

Keywords: *Work-Family Conflict, Job-Satisfaction, Mental and Physical Health*

Introduction

"Happy employees are productive employees" and "Happy employees are not productive employees". These are the conflicting statements made by Human Resource professionals and Managers in organization. The happier people are within their job, the more satisfied they are said to be. Job satisfaction is not the same as motivation. It is not only influenced by management style and culture, employee involvement, empowerment and autonomous work position but also by the family, personal health, supports of family members. Job satisfaction has been defined by Locke (1976) as "a pleasant or positive emotional state resulting from the appraisal of one's job or job experience". Job satisfaction may also be defined as "an affective reaction to one's job" and "an attitude towards one's jobs."

"Labour is neither a commodity of commerce nor a pawn on the chess board but a human-being and has to be regarded" said by Meggionson C. Loon. Human resource is considered to be that most powerful and valuable asset for any organization. Human resource may be considered as "the total knowledge, skills, creative abilities, talents and aptitudes of an organization workforce, as well as values, attitudes and benefits acquired through knowledge and skills, represented by the talents and aptitude of the employed persons".

Work-family conflict is an important concern for individuals and organizations alike because of its negative consequences leading to reduce job satisfaction as well as family satisfaction and hence will reduce life satisfaction (Ahmad, 2005). Job satisfaction of women employees was related to their perception of family environment (Asha, 1994).

Statement of the Problem

The number of women employees in the Railways is gradually increasing over the last few decades. Of the total number of 14 lakh employees in Indian Railways, 75,934 employees are women. This is mainly because of the importance given to women in government organizations and the change in the policy towards women empowerment.

In the tenth five-year plan, more attention has been given to the welfare, development and empowerment of women in the Indian Railways. Although the majority of the welfare schemes and activities offered by the Indian Railways are benefiting

commonly for male and female employees, special cares and initiatives are also taken to empower and to protect the welfare of women employees and their families. Various privileges are also available to women railway employees like maternity leave, special leave for promoting family welfare and so on.

A woman has to play a multiple roles in Indian based society like wife of a man, responsible mother to her children, homemaker, etc. These multiple nature of roles of women employees make more responsible and accountable. Since the role-expectations are poles apart, a sort of conflict arises normally between an employed woman and her husband and in laws. These conflicts and issues in family could affect the peace, work, and satisfaction of women employees of Indian Railways. Hence, it is worth to study the family related factors which affect job satisfaction of women employees of Southern Railways.

Objectives of the Study

The following are the objectives of the study:

1. To determine the factors affecting work life balance among women employees of the Southern Railway Madurai Division.
2. To know the source of support to promote the work life balance of working women's.
3. To study the prevalence of work-life balance problem among the married working women.

Scope of the Study

The study aims to measure the family factors affecting job satisfaction of the women employees of the Southern Railway Madurai Division. The scope of the study has extended towards the aspects related with health condition of women employees, stress pertaining with family issues, concentration with work and personal life, supports of family members, and influence of work issues on family life.

Limitations of the Study

- The research work is confined to women employees of the Madurai Division.
- Class D employees (termed as Kalasi) are excluded from the study since their work is confined to physical nature of work and is monotonous.
- This study is based on the opinion of the respondents, so the results may vary with employees in other divisions.

Review of the Literature

The studies were undertaken across the countries about the job satisfaction of women employees and factors affecting their satisfaction. Male managers were more satisfied with their salary than their female colleagues. Results also indicated that there were gender differences in promotion. Male managers were overall more satisfied with their company's promotion policies than their female counterparts (Okpara, 2006).

Although the majority of the preceding literature reviews are gender neutral, these studies recognize that all the aforementioned variables have a more substantial impact on women at work than on men. Webster identified family structures and noted that female roles continue to be the primary providers for family and childcare responsibilities. The presence of a large workforce dominated by women has increased research attention on Work Family Balance (WFB) issues (Greenhaus JH P. S., 2001).

WFB is a form of inter-role conflict in which the role pressures from the family domains are mutually incompatible in some respect. That is, participation in the work (family) role is made more difficult by virtue of participation in the family (work) role (Greenhaus JH B. N., 1985).

Previous studies have claimed that social support can be conceptualised as emotional and instrumental support. Social support refers to the behaviours and attitudes of family members to assist in daily household activities, such as relieving the employee of household tasks or otherwise accommodating the employee's work requirements. Emotional support means the expression of feelings to enhance others' affect or behaviour. Other studies have also stated that emotional support contributes to a positive affect that could aid an individual in the work domain (Voydanoff, 1988). Single mother employees believe that they

can control the events that happen in their lives; they tend to be more satisfied with their jobs and experience less conflict between work and family responsibilities (Nghah, 2009).

Relationship between need structures of supervisor and workers employed in the Railway workshop and their satisfaction levels has been investigated by few researchers. They investigated the role of different motives in employees' satisfaction and found affiliation and power had a positive correlation with the total satisfaction score (Prakash, 1996). Satisfaction variables were not unidirectional in their effects, and expectations had a strong influence on the extent of satisfaction with job factors. Wernimont (1996) studied on "Job satisfaction and organizational evaluation in a Government bureaucracy". Sayeed, (1998) has analysed job facets and evaluation in the organization as a whole and found that satisfaction with promotion contributed to the extent of 60 per cent.

Research Methodology

The present study is descriptive in nature with 350 samples. The respondents were drawn under simple random sampling method from the Southern Railway Madurai Division. The study has been conducted with primary and secondary data. The primary data was collected through structured questionnaire which was drafted on the basis of pre test and pilot study. The questionnaire is consist of 32 variables under Likert's Five Point Scale coded with 1 to 5 (No opinion; Never; Sometimes; Usually; Always).

Analysis and Interpretation

The analysis and interpretation has been made through frequency and percent of the women employees. Their responses were analysed with the following thirty-two statements concerned with the family, personal and work related issues as under.

Table No. 1

Family Factors influencing the level of Job Satisfaction

Family Factors	No Opinion	Never	Sometimes	Usually	Always
I am Physically and Mentally Healthy	6 (1.7)	0 (0)	65 (18.6)	130 (37.1)	149 (42.6)
My husband /parents are very kind and lovable	6 (1.7)	0 (0)	13 (3.7)	50 (14.3)	281 (80.3)
Family depends on my cooking	0 (0)	0 (0)	52 (14.9)	52 (14.9)	246 (70.3)
Servant does all the work	14 (4.1)	199 (57.8)	87 (25.3)	37 (10.8)	7 (2.0)
Cannot finish the job owing to family responsibilities	13 (3.7)	214 (61.1)	105 (30.0)	18 (5.1)	0 (0)
Job targets affects attention to family	0 (0)	157 (44.9)	161(46.0)	20 (5.7)	12 (3.4)
Support from the spouse towards family affairs	18 (5.1)	18 (5.1)	57 (16.3)	68 (19.4)	189 (54.0)
Consideration and sharing of work from in-laws	87 (24.9)	88 (25.1)	37 (10.6)	31 (8.9)	107 (30.6)
Family problems overtakes concentration on work	0 (0)	207 (59.1)	119 (34.0)	18 (5.1)	6 (1.7)
My health problem affects work	0 (0)	138 (39.4)	200 (57.1)	12 (3.4)	0 (0)
Concern on my Children's studies affects my job	25 (7.1)	196 (56.0)	129 (36.9)	0 (0)	0 (0)
Academic progress of children is less because of my job timings	25 (7.1)	231 (66)	62 (17.7)	26 (7.4)	6 (1.7)
Children's health concerns affect my job	19 (5.4)	157 (44.9)	168 (48.0)	6 (1.7)	0 (0)
Reflecting the family tension in work environment	7 (2)	270 (77.1)	73 (20.9)	0 (0)	0 (0)
Family problems results in co-worker conflict	0 (0)	301 (86)	49 (14)	0 (0)	0 (0)
Home problems resulting postponement of work	0 (0)	264 (75.4)	86 (24.6)	0 (0)	0 (0)
Family tensions leads to absent mindedness at work	0 (0)	257 (73.4)	93 (26.6)	0 (0)	0 (0)
I regularly do the office Work at Home	0 (0)	181(51.7)	139 (39.7)	30 (8.6)	0 (0)
Opposition from family members for office work at home	37 (10.6)	239 (68.3)	44 (12.60)	6 (1.7)	24 (6.9)

My nature of job permits me to enjoy holidays with family	6 (1.7)	31 (8.9)	49 (14)	145 (41.4)	119 (34)
Prior preparation at home for day-today job is required	6 (1.7)	142 (40.6)	99 (28.3)	58 (16.6)	45 (12.9)
Job nature does not permit me to attend family functions	0 (0)	198 (56.6)	131 (37.4)	21 (6)	0 (0)
My husband / parents are not adjustable	6 (1.7)	276 (78.9)	48 (13.7)	7 (2)	13 (3.7)
Stained relationship with relatives due to absence on family occasions because of my job nature	19 (5.4)	207 (59.1)	124 (35.4)	0 (0)	0 (0)
Joint family system affects my concentration on work	43 (12.3)	295 (84.3)	12 (3.4)	0 (0)	0 (0)
Family allows me to go official tour	42 (12)	80 (22.9)	113(32.3)	51(14.6)	64 (18.3)
Distance between home and office makes me tired.	7 (2)	181 (51.7)	88 (25.1)	62 (17.7)	12 (3.4)
Family supports and encourages for career development	12 (3.4)	62 (17.7)	83(23.7)	69 (19.7)	124 (35.4)
Encouragement from the spouse for getting promotions	37 (10.6)	19 (5.4)	74 (21.1)	56 (16)	164 (46.8)
Family members share house hold work and helping in career Development	12 (3.4)	26 (7.4)	126 (36)	86 (24.6)	100 (28.6)
Financial support from family members	12 (3.4)	89 (25.4)	38 (10.9)	56 (16)	155 (44.3)
Support and help from in-laws	70 (20)	87 (24.9)	56 (16)	50 (14.3)	87 (24.9)

The research identified that nearly two fifth (37.1%) of the women employees in Indian Railways are physically and mentally healthy. It further found that the enjoyment of holidays with family is usually determined by the nature of job of women employees (41.4%), only one fourth of the women employees have support from their family members to share their family responsibilities.

The analyses reveals that four fifth (80.3%) of respondents have kind and lovable husband/parent at always. 54% of women employees always have been support from spouse regards with family affairs. However, the family of women employees are always depends on the respondents for the cooking (70.3%).

The family problems of women employees are never resulted in co-worker conflicts (86%). The concentration of work of women employee were never affected by their joint family system (84.3%), and the husband/parents are adjustable (78.9%).

The women employee's health issues (57.1%) and children (48%) are affecting their official work at sometimes. Apart from health issues, the job targets also affect the level of attention towards family (46%). The study also found that two fifth of the respondents are sparing the family time for the official works.

Findings, Recommendations and Conclusion

The present study on "Family Oriented Factors affecting Job-Satisfaction of Women Employees of Southern Railway" has found that women employees are mentally and physically healthy. They are having adjustable, lovable, supporting and encouragement from their spouse/parent. The family responsibility of women employees is not affected by the job and vice versa. However, the job targets have influence on the level of family attention. The health of women employees and children also affects their job.

The Southern Railways may take necessary measures to fix the reasonable target which could not affect the family life of women employees. Further, the work and family balance could be maintained through sharing the family responsibility by the in laws especially towards cooking and taking care of children. When the findings and recommendations of the study has been considered by the Indian Railways, there will be a better work and family balance, peace in family system and further will result in higher job satisfaction among the women employees.

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