



## Nature of Work and Facilities Provided To Employees and Their Expectation

### Gap: A Study on N.F. Railway Employees, Tinsukia Division, Assam

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*Abstract- The worker is the prime focus in the literature of humanistic approach to management advocated by Mary Ann Follet (1868-1933) and Chester Bernard. Since long, many experts like Mayo, Hoppock, Weiss et.al, and others have studied the worker and how to measure their satisfaction in their workplaces. Adams Equity theory gives the concept that when the worker exchanges his efforts for pay there may be frequently the case that he feels that it was inequitable. Lots of researches have been made on this concept. However, no such extensive study been made on the expectations gap and nature of work and work type. The field employees toil under the hot sun and pouring rain and may very well have higher expectations which are not met by the organisation, which is not in case of the ministerial employees while working in their offices. However, the field employees working on the railway tracks and on site is the backbone of the railway authority. There are 309 non-executive employees in the Civil Engineering department (N.F.Railway, Tinsukia Division, Assam). Questionnaires were served to 77 of them and only 70 filled up questionnaires were getting back. 70% of the 70 (i.e. 49 questionnaires) have been picked up randomly for data analysis and interpretation. The data was analysed by using SPSS 16<sup>TH</sup> version. As a part of data analysis, cross-tabulation, scatter plots and line graphs, Somers'd, Kendall's tau c, Spearman Rank Correlation and bar diagrams have been used. It was found that the field employees, whose work entails risk and is rigorous tended to fall in the group of having higher level expectation gap (medium to low) than the ministerial employees, whose work is safe and sedentary, and who fall in the lower expectations gap groups (very low to no expectations gap) in regard to their safety expectations. Also, the ministerial employees are happy with the washing facilities provided to them on the whole, as most of them fall in the category of very low expectations group and no expectations gap group. However, for the field employees most of whom have no washing facility at their workplace, they fall in the medium to low expectations gap group. The study thus reveals that the field employees whose work entails risk and is rigorous along with no proper washing facility have higher expectations gap in both safety and washing facilities provided to them by the organisation. The ministerial employees whose work are safe and sedentary and are provided with some amenities have lower expectations gap for both safety and washing facilities which are provided to them in their offices. In other words, the field employees whose work entail risk and is rigorous and most of them not having adequate access to washing facility, their expectations are not met by the organisation, according to their perceptions, in regard to safety and washing facilities provided to them. Whereas, for the ministerial employees whose expectations are met according to their perceptions with regard to both safety and washing facilities provided, though they feel that the facilities can be improved.*

**Keywords—** Work type, nature of work, ministerial and field employees, expectations gap.

## I. INTRODUCTION

Much research has been done over the years on job satisfaction and the factors associated with it. Some have included an emotional connotation and others attitude and moral (Hoppock, 1935) as pointed out by Ganguly [1]. Spector [2] (1997) refers to job satisfaction as to how people feel about their jobs and different aspects which are part of their jobs. There has been an unprecedented interest in the worker and his/her attitudes and experiences as never before. The worker is gaining a prime position of focus in this type of study, as can be seen from the numerous studies and researches done on the job satisfaction, attitudes and experiences of the workers/employees. He/she is (the worker) the prime focus in the literature of humanistic approach to management advocated by Mary Ann Follet (1868-1933) and Chester Bernard as explained by Daft [3].

## II. EXPECTATIONS GAP

Adams [4] is of the opinion that "Whenever two individuals exchange anything, there is the possibility that one or both of them will feel that the exchange was inequitable. Same is the case when a man exchanges his services for pay." He is of the opinion that there is an element of relative justice involved that supervenes economies and underlines perceptions of equity or inequity [5].

The researcher has identified an area where no research has been done, that is the relationship between the nature of work and safety and washing facilities provided by the organisation. This is a virgin area and research in this area, can help in understanding the workers/employees in their workplace. The field employees serving under the hot unrelenting sun for

long hours can be expected to experience more hardships and also different expectations gap from their office going ministerial employees, who are enjoying a relatively complacent life. The field employees after taking refreshment/food etc. do not have their washing facilities/amenities, as they work in the field. In contrast, this facility is readily available to the office/ministerial employees.

### **III. NATURE OF WORK**

The Civil engineering department, which is one of the core departments, takes care of laying of tracks, repair of tracks and other relevant works. The field workers are the one who are required to report at the site or works on the tracks. The ministerial employees report and work in the offices and their duty is mainly deskwork. "The track forms the backbone of railway transportation system and therefore needs to be maintained in a safe and fit condition" [6]. This point clearly shows the importance of the Civil Engineering Department of Indian Railways. The field employees are deployed in working on the railway tracks need adequate protective gear and equipments as gloves, boots and uniform etc for their safety. These are not normally required by the ministerial employees serving in the office.

### **IV. PROVISION OF WASHING FACILITY**

Water facility is one of the basic amenities of life. In the offices the provision of washing facility is good and the ministerial employees do not face difficulty in this regard. However, in the case of the field employees who serve on the site (as on the tracks), they do not have any kind of washing facility. They can access this facility only when they come back to the office. They have to work on the tracks without this facility and have to go without it under the sun.

### **V. REVIEW OF LITERATURE**

Since this is a virgin area, there is not much literature available on the relationship between nature of work, work type and the safety and washing facilities provided to the employees. However, some handbooks and code of practice books have been found. A safety handbook developed by the British Columbia Safety Authority states that its purpose "is to make managers and employees of railways operating in the province of British Columbia aware of the consequences of unsafe acts and conditions that can affect the safety of railway employees, the public and the environment" [7]. The authors explained the dangers involved in the day to day activities of the employees working on the tracks and how serious injury could befall them if proper planning and precautions are not taken care of.

The Compliance code/Workplace amenities and work environment [8] lays down guidelines to employers on how to comply with the law in relation to providing adequate facilities for the welfare of employees at any workplace under the employer's management and control. It states that 'Providing amenities and facilities for the health, safety and welfare of employees is an important employer duty.' It further states that 'Amenities and facilities are integral to the health, safety and welfare of employees. Safe Work Australia [9] is an Australian Government statutory agency established in 2009, and it published in its code book that 'Workers carrying out work in extreme heat or cold must be able to carry out work without a risk to their health and safety so far it is reasonably practicable.' The code of Practice book also highlights that there should be access to adequate facilities. Even though, it may not be the same for a temporary, mobile or remote workplace, meaning that there may be more facilities for a fixed workplace.

Expectations gap relating to audit has been studied by experts (Onyebuchi [10] & Eneh, Koh [11]). Koh explained that according to Liggio (1974) who was the first to apply the phrase "expectation gap" to auditing, expectation gap is the difference between the levels of expected performance "as envisioned by the independent accountant and by the user of financial statements".

From the available literature, it has been found that there are some guidelines and code of practice to be followed by the management and employers in providing facilities to their employees while they are serving the organisation. Basic amenities and safety conditions should be provided to all employees. No study has been done on the expectations gap in safety and washing facilities among the employees based on their nature of work and work type. The Civil Engineering Department is a core department of the N.F.Railways, it is an important area of concern. The field employees attached to this department have to work in the open field under the hot sun and pouring rain for the smooth running of the trains for the service of the public.

### **VI. SCOPE OF THE STUDY**

The study includes the non-executive ministerial and field employees of the Civil Engineering Department of N.F.Railways, New Tinsukia Station and DRM office, Tinsukia Division, Assam.

### **VII. OBJECTIVES OF THE STUDY**

The study has been conducted to find out the expectation gap of the employees in regard to the nature of work and amenities provided to them. Moreover, to study how far the expectation gap varies with regard to the same among different categories of employees i.e. field employees and ministerial employee.

### **VIII. HYPOTHESES**

The following two hypotheses have been formulated for statistical testing for p-values less than .01.

A.  $H_1$  There is an association between nature of work and safety expectations gap among the respondents in the study area. ( $p < .01$ )

$H_0$  There is no association between nature of work and safety expectations gap among the respondents in the study area. ( $p < .01$ )

- B. H<sub>1</sub> There is an association between provision of washing facility and washing facility expectations gap among the respondents in the study area. (p<.01)  
H<sub>0</sub> There is no association between provision of washing facility and washing facility expectations gap among the respondents in the study area. (p<.01)

### IX. RESEARCH DESIGN and METHODOLOGY

The study is an attempt to find out the relationship between nature of work, work type and expectations gap among the railway employees in the study area, in regard to safety and washing facilities provided to them. 77 questionnaires were distributed among the non-executive employees of the Civil Engineering Department, Tinsukia and New Tinsukia Stations and DRM office of Tinsukia Division, NF Railway, Assam. Filled up questionnaires were received back from 70 employees (45 field and 25 ministerial) with a response rate of 90.9%. The study is descriptive and analytical in nature.

### X. SAMPLE FRAMING

The sample comprised of the ministerial and field non-executive employees serving in the study area. There are 309 employees in the Civil Engineering department in the study area as on 31-01-2014 [12]. Out of 70 number of the questionnaires received back duly filled up 49 were randomly selected by the Lottery method.

### XI. DATA COLLECTION and TOOLS

No previous study has been done on the expectations gap in regard to safety and washing facilities provided to the ministerial and field employees based on their nature of work and work type. A structured questionnaire was drawn up by reviewing the SERVQUAL [13] concept and questionnaire.

### XII. ANALYSIS of DATA

Statistical Package for Social Sciences (SPSS 16) has been used for analysing the data. Cross-tabulations, scatter plots and line graphs, Somers's d, Kendall's tau c, Spearman Correlation and bar diagrams have also been used to interpret the result.

### XIII. EXPECTATIONS GAP CALCULATION for SAFETY FACILITY

The respondents are categorised on the basis of their nature of work that demands different levels of risk and labour with values 1 to 3:

- Safe and sedentary work
- Less risky and rigorous work
- Risky and rigorous work

The respondents' perceptions and expectations were elicited through a questionnaire. The answers were ranged from 'Strongly agree' to 'Strongly disagree' with a neutral option, with values ranging from 1 to 5. The difference between the expectations and perceptions of the respondents were calculated and found in the range from 0 to 4, which have been categorised into the following:

- No expectations gap
- Very low expectations gap
- Low expectations gap
- Medium expectations gap
- High expectations gap

### XIV. EXPECTATIONS GAP CALCULATION with regard to WASHING FACILITY

The non-executives on the basis of washing facility provided to them depend on whether they serve in the office or at site (that is whether they are ministerial or field employees). So they are categorised into the following categories with values from 1 to 3:

- No washing facility value assigned is 1
- Moderate washing facility value assigned is 2
- Good washing facility value assigned is 3

The respondents' perceptions and expectations were elicited through a questionnaire. The answers were ranged from 'Strongly agree' to 'Strongly disagree' with a neutral option, with values ranging from 1 to 5. The difference between the expectations and perceptions of the respondents were calculated and found in the range between 0 to 4, which have been categorised from 'No expectations gap' to 'High expectations gap'.

### XV. FIRST HYPOTHESIS

H<sub>1</sub> There is an association between nature of work and safety expectations gap among the respondents in the study area. (p<.01)  
H<sub>0</sub> There is no association between nature of work and safety expectations gap among the respondents in the study area. (p<.01)

The employees working in the study area, who are involved in different levels of risk and labour can be seen in Table-I. There are 25 respondents who fall under the 'Risky and rigorous work' category (those working on the tracks as

trackman), 22 are engaged in ‘Safe and sedentary work’ (those working in the offices, as office superintendent) and 2 are in ‘Less risky and rigorous work’ (employees as carpenter). This means that 51% of the respondents fall in the ‘Risky and rigorous work’ category, 44.9% are engaged in the ‘Safe and sedentary work’, and 2 in the ‘Less risky and rigorous work groups/ranks.

Table I: Size of respondents according to their nature of work

Sl. No	Nature of work	Frequency			Percentage
		Field	Ministerial	Total	
1.	Risky and rigorous work	25	0	25	51.0
2.	Less risky and rigorous work	2	0	2	4.1
3.	Safe and sedentary work	0	22	22	44.9
	Total	27	22	49	100.0

Source: Field survey.

The scatter plot in Figure-1 and line graph in Figure-2 reveal that there is an association between the nature of work based on risk and labour and safety expectations gap among the respondents. This relationship is monotonic and non-linear. Nature of work is an ordinal data (‘Risky and rigorous work’, ‘Less risky and rigorous work and ‘Safe and sedentary work’) and safety expectations gap is also an ordinal data (‘No expectations gap’, ‘Very low expectations gap’, ‘Low expectations gap’, ‘Medium expectations gap’ and ‘High expectations gap’). As such the suitable tests of association are selected and run in SPSS16. The findings are discussed after the Table- III.

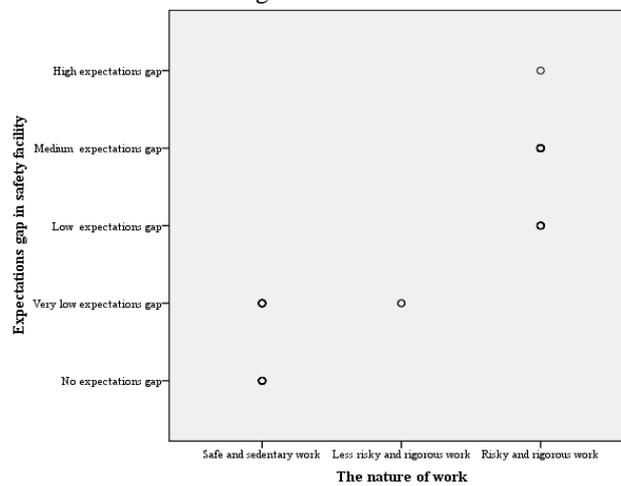


Figure 1: Relationship between the nature of work and expectations gap in safety facility in a scattered plot.

Source: Field survey.

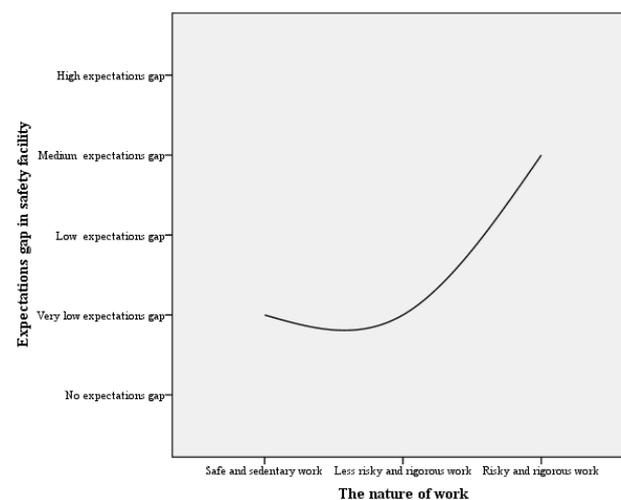


Figure 2: Relationship between the nature of work and expectations gap in safety facility in a line graph

Source: Field survey.

Table II shows the cross-tabulation between the nature of work (based on risk and labour) and expectations gap in safety facility among the respondents. 60% (15 out of 25) respondents whose work is risky and rigorous fall in the medium expectations gap in regard to their safety facility, and only 36% (9 out of 25) of them who fall in the low expectations gap in regard to their safety facility. There are only 2 respondents whose work is less risky and rigorous, they fall in the

very low expectations gap, as regards to their safety facility. In contrast 54.55% (12 out of 22) of the respondents whose work is safe and sedentary fall in the very low expectations gap in regard to their safety facility, whereas 45.45% (10 out of 22) of them are not having any expectations gap in regard to their safety facility. All this suggests that there is an association between the nature of work and safety expectations gap among the respondents in the study area. The respondents whose work is risky and rigorous have a higher expectations gap in regard to the safety facility provided to them, than those whose work is safe and sedentary. This means that the employees whose work is risky and rigorous, their safety expectations from the organisation is not met, according to their perception of the safety facility provided to them. Whereas, those workers whose work is safe and sedentary, their safety expectations from the organisation can be said to be met, though they feel that this facility should be improved. This has been observed because 54.55% of them fall in the 'Very low expectations gap' group.

Table II: Cross-tabulation with the nature of work and expectation gap in safety facility

Sl. no	The nature of work	Expectations gap in safety facility					Total
		No expectations gap	Very low expectations gap	Low expectations gap	Medium expectations gap	High expectations gap	
1.	Safe and sedentary work	10	12	0	0	0	22
2.	Less risky and rigorous work	0	2	0	0	0	2
3.	Risky and rigorous work	0	0	9	15	1	25
Total		10	14	9	15	1	49

Source: Field survey.

Table III: Association between the nature of work and expectations gap in regard to safety facility

Sl. No	Association measure	Value	Approximate significance
1.	Somers' d Symmetric	.804	.000
2.	Kendall's tau c	.775	.000
	Number of cases	49	

Source: Field survey.

Table- III, gives the Somers' d (Symmetric) value =.804, n=49, p<.01, which indicates that there is a strong positive association between the nature of work (based on risk and effort) and expectations gap in safety facility among the respondents in the study area. The Table- III also gives the Kendall's tau c value = .775, n=49, p<.01, which indicates that there is a strong positive association between the nature of work based on risk and labour and expectations gap in safety facility among the respondents in the study area. Table IV, gives the Spearman's rho value = .895(2-tailed), n=49, p<.01, which indicates a strong positive association between the nature of work (based on risk and labour) and expectations gap in safety facility among the respondents in the study area and this association is statistically significant at p<.01. Table III and IV, indicates that as risk and rigorousness of the work increases, the expectations gap in safety facility among the respondents also increases. In other words, it means that as risk and rigorousness of labour increases, the expectations of the respondents are not being met by the organisation, according to their (respondents) perception of the safety facility provided to them.

Table IV: Association between the nature of work and expectations gap in safety facility

Measures of Correlation /Association		The nature of work	Expectations gap in safety facility
Spearman's rho			
The nature of work	Correlation Coefficient	1.000	.895**
	Sig. (2-tailed)	.	.000
	N	49	49
Expectations gap in safety facility	Correlation Coefficient	.895**	1.000
	Sig. (2-tailed)	.000	.
	Number of cases	49	49

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

Source: Field survey.

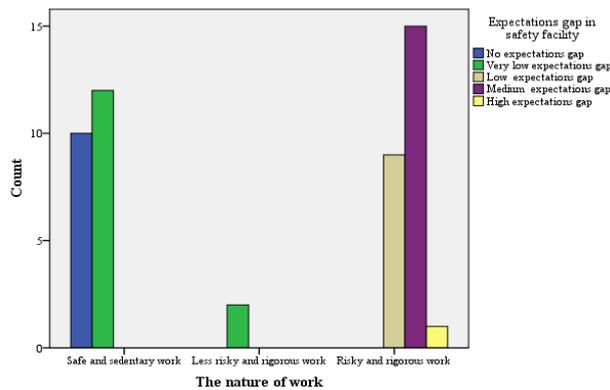


Figure 3: Relationship between the nature of work and expectations gap in safety facility in a bar chart  
Source: Field survey.

Figure 3, clearly shows that those whose work is risky and rigorous have medium to high expectation gap in safety facility, and those whose work is safe and sedentary have no expectation gap or very low expectation gap. With the help of table I and table II, it can be understood that the expectations of the field employees, (all of whom fall in the ‘Risky and rigorous work’ and ‘Less risky and rigorous work’) in regard to their safety is not met by the organisation, and supports the findings in table III and IV, that there is a positive association between, the nature of work, based on risk and labour, and the expectations gap in safety facility. In other words, as risk and labour increases, there is a tendency of increase in the expectations gap in safety facility and as the level of risk and rigorousness of labour falls, that is as the work becomes safe and sedentary, the expectation gap in safety facility decreases.

The above statistical tests and scatter plot, line graph and bar diagram lead the researchers to conclude that there is an association between the nature of work (based on risk and labour) and the expectations gap in safety facility among the respondents in the study area. The hypothesis ( $H_1$ ) is accepted that there is an association between the nature of work and the safety expectations gap among the respondents in the study area. As such the null hypothesis ( $H_0$ ), that there is no association between the nature of work and the safety expectations gap among the respondents in the study area is rejected. It has been found that there is a strong positive association between the nature of work and the safety expectations gap among the respondents. This also means that those employees whose work is risky and rigorous (the field employees) have a higher expectation gap in safety facility than those whose work is safe and sedentary (the ministerial employees) and this association is statistically significant (Spearman’s rho=.895(2-tailed), n=49, p<.01; Kendall’s tau c = .775, n=49, p<.01; Somers’d = .804, n=49, p<.01). In other words, it can be said that the expectations of the field employees in regard to their safety is not being met by the organisation according to their perception of the safety facility provided to them, in contrast to the ministerial employees whose expectations in regard to their safety can be said to be met, though they feel that it should be improved. This has also been reflected because 54.55% of them are falling in the category with ‘Very low expectations gap’ in regard to safety facility (Table- I and Table- II).

#### XVI. SECOND HYPOTHESIS.

$H_1$  There is an association between provision of washing facility and washing facility expectations gap among the respondents in the study area. (p<.01)

$H_0$  There is no association between provision of washing facility and washing facility expectations gap among the respondents in the study area. (p<.01)

The provision of washing facility among the non-executives depends on work type that is whether they are field employees or ministerial employees as shown in Table-5.

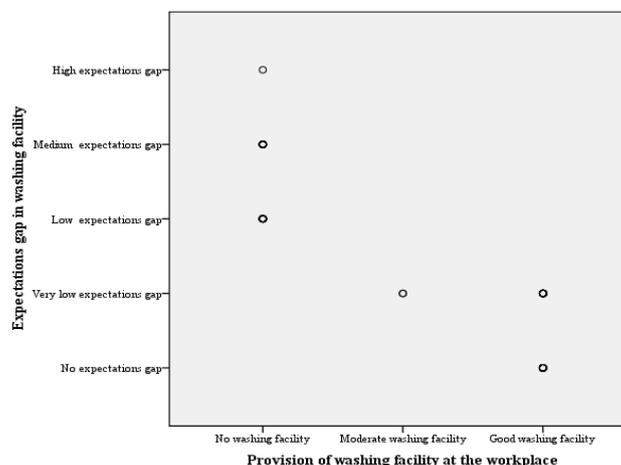


Figure 4: Expectations gap with regard to washing facility  
Source: Field survey.

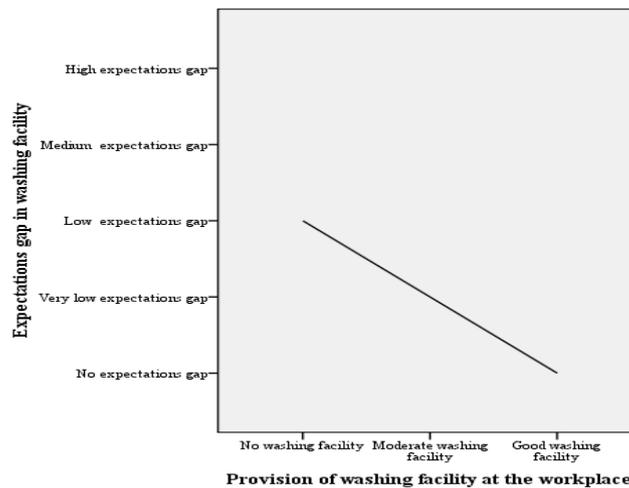


Figure 5: Expectations gap with regard to washing facility  
Source: Field survey.

Figure 4, shows that there is an association between provision of washing facility (which depends on their work type field or ministerial) and expectations gap in washing facility among the respondents in the study area. The variables used here are ordinal, and as such suitable association tests can be used for hypothesis testing. The relationship is monotonic and linear (Figure-5). Figure 6, clearly depicts that those respondents who have ‘No washing facility’ fall mainly in the ‘Low expectations gap’ to ‘Medium expectations gap’ groups with respect to washing facility, and those who are provided ‘Good washing facility’ fall in the ‘Very low expectations gap’ to ‘No expectations gap’ groups in washing facility. The three figures 4, 5 and 6 thus point out the same picture that those respondents who have ‘No washing facility’ have higher expectations gap in washing facility than those who are provided with ‘Good washing facility’.

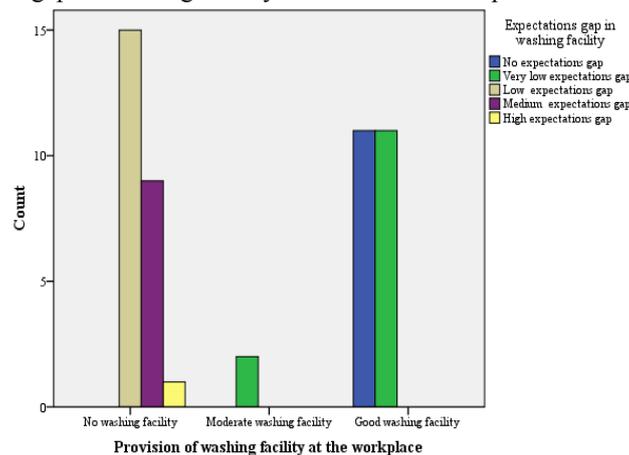


Figure 6: Expectations gap with regard to washing facility  
Source: Field survey.

Table V: Table showing number of employee who are provided with washing facility

Sl. no	Washing facility at workplace	Frequency		
		Field	Ministerial	Total
1.	No washing facility	25	0	25
2.	Moderate washing facility	2	0	2
3.	Good washing facility	0	22	22
	Total	27	22	49

Source: Field survey.

Table VI, shows that out of 25 respondents are working with ‘No washing facility’ and 15 (60%) of them reported that they have ‘Low expectations gap’ in washing facility. Again, 9 (36%) out of the 25 respondents are falling in the category of ‘Medium expectations gap’ in washing facility. And only 1(4%) out of 25 are working with ‘High expectations gap with respect to washing facility provided. There are none in the ‘No expectations gap’ and ‘Very low expectations gap’ category in washing facility (‘No washing facility’). In case of employee working with ‘Good washing facility’, 11 out of 22 respondents fall in the ‘Very low expectations gap’ group, and equal number of respondents fall in the ‘No expectations gap’ group in washing facility. There is 50% chance that a respondent who is provided with ‘Good

washing facility', may fall either in the category of 'Very low expectations gap' or 'No expectations gap' groups in the matter of washing facility provided. There are none in the categories of Low, Medium or with High expectation gap with respect to washing facility. This is a contrast to the respondents who fall in the 'No washing facility' category, who falls either in the 'Low expectations gap' to 'Medium expectations gap' category. There is only one out of 25 employees with high expectation in washing facility. There are only 2(two) respondents who are provided with 'Moderate washing facility' and both of them have 'Very low expectations gap' in this regard. Table , shows that majority of the field employees (25 out of 27) are working without washing facility at their workplace, with only 2 who have access to moderate washing facility. With the help of Table- V and Table- VI, it can be understood that the field employees expectations in regard to their washing facility is not being met by the organisation, which is in contrast to the ministerial employees whose expectations in this regard can be said to be met, though they feel that this facility should be improved.

Table VI: Cross-tabulation between the provision of washing facility by expectations gap in washing facility

Sl. No	Provision of washing facility at the workplace	Expectations gap in washing facility					Total
		No expectations gap	Very low expectations gap	Low expectations gap	Medium expectations gap	High expectations gap	
1.	No washing facility	0	0	15	9	1	25
2.	Moderate washing facility	0	2	0	0	0	2
3.	Good washing facility	11	11	0	0	0	22
Total		11	13	15	9	1	49

Source: Field survey.

Table VII: Association between the provision of washing facility and expectations gap in washing facility

Sl. no	Measure of association	Value	Approximate significance
1.	Somers' d Symmetric	-.805	.000
2.	Kendall's tau-c	-.777	.000
	Number of cases	49	

Source: Field survey.

Table VII, gives the Somers'd value =  $-.805$ ,  $p < .01$ , and the Kendall's tau c value =  $-.777$ ,  $n=49$ ,  $p < .01$ , which signifies that there is a strong negative association between provision of washing facility and the expectations gap in washing facility among the respondents and that is statistically significant at  $p < .01$ .

Table- VIII gives the Spearman's rho value =  $-.896$ ,  $n=49$ ,  $p < .01$ (2-tailed), which signifies a strong negative association between the provision of washing facility and the expectations gap in washing facility among the respondents in the study area. This indicates that as the provision of washing facility improves, the expectations gap in this regard, decreases, and as the provision falls, the expectations gap in this regard increases.

On the basis of the above statistical tests and scatter plot, line graph and bar diagram it can be concluded that there is an association between provision of washing facility and the expectations gap in washing facility, among the respondents. This leads to the acceptance of the hypothesis ( $H_1$ ), that there is an association between provision of washing facility and the expectations gap in washing facility, among the respondents (Spearman's rho =  $-.896$ ,  $n=49$ ,  $p < .01$ ; Somers' d =  $-.805$ ,  $n=49$ ,  $p < .01$ ; Kendall's tau c =  $-.777$ ,  $n=49$ ,  $p < .01$ ). In other words, the expectations of the field employees in regard to the washing facility are not met, which is in contrast to the ministerial employees whose expectations in this regard can be said to be met, though they feel that it should be improved.

Table VIII: Association between the provision of washing facility and expectations gap in washing facility

Correlation/Association Spearman's rho	Provision of washing facility at the workplace	Expectations gap in washing facility
Provision of washing facility at the workplace	Correlation Coefficient	1.000
	Sig. (2-tailed)	-.896**
	N	.000
		49
Expectations gap in washing facility	Correlation Coefficient	-.896**
	Sig. (2-tailed)	1.000
	Number of cases	.000
		49

Correlation/Association Spearman's rho		Provision of washing facility at the workplace	Expectations gap in washing facility
Provision of washing facility at the workplace	Correlation Coefficient	1.000	-.896**
	Sig. (2-tailed)	.	.000
	N	49	49
Expectations gap in washing facility	Correlation Coefficient	-.896**	1.000
	Sig. (2-tailed)	.000	.
	Number of cases	49	49

Source: Field survey. \*\* Correlation is significant at the 0.01 level (2-tailed).

### XVI. FINDINGS, SUMMARY and CONCLUSION

Enough of literature could not be managed covering the area like nature of work, and work type and expectations gap in regard to safety and washing facilities. A modest attempt has been made by the researchers to study the relationship between them. This is a modest attempt to highlight the condition of the field employees whose work is risky and rigorous, who toil under the sun, but they are concerned for the nation and their safety. In the field, they are deprived of the basic amenities which are easily available to the ordinary office workers, who take them for granted. The absence of washing facility is keenly felt by those who serve the organisation without that facility. Though providing washing facilities to all the field employees is a high bar to reach, still then the researchers would like to highlight this, so that the hardships of the field workers are not neglected by the railway authority and they are given their dues.

The very nature of the field employees lies in working in the open and can be dangerous at times, if proper safety precautions are not taken. These worries normally do not occur for the normal office workers, who enjoy a safe and sedentary lifestyle. This study has provided evidence that there is in fact a positive association between the nature of work based on risk and labour and the expectations gap in safety facility provided to the respondents in the study area (Spearman's rho=.895(2-tailed), n=49, p<.01; Somers'd = .804, n=49, p<.01 Kendall's tau c = .775, n=49, p<.01;) and a negative association between the provision of washing facility and expectations gap in washing facility among the respondents. This finding is statistically significant (Spearman's rho = -.896, n=49, p< .01; Somers'd= -.805, n=49, p<.01; Kendall's tau c = -.777, p<.01, n=49). In other words, the expectations of the field employees, according to their perception of the facilities provided to them, in regard to the safety and washing facility, are not met, which is in contrast to the ministerial employees whose expectations in these regard can said to be met, though they feel that these facilities should be improved.

The provision of these two facilities is important and as far as possible the organisation should take care that the field employees are not deprived of such basic amenities for their better performance. Providing all such facilities may not be physically viable for the employer in that case the field employees should be given some additional monetary benefits or by reducing the duty time slots. Moreover, the field workers life is at risk because they have to work in any kind of working condition sometime taking tremendous risk to their life. This can be compensated by covering their life taking group insurance schemes offered by many insurers.

So, it is high time for the railway authority to take some immediate and sustainable policy for the betterment of their employees and for improving the performance of the Indian Railway in the immediate future.

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