Chapter 1

Introduction

1.1 Statement of the Problem

India is second most populous country in the world\(^1\). Transport sector is an important part of the nation’s economy. India’s public transport systems are amongst the most exploited systems in the world\(^2\). The history of rail transport in India began in the mid-nineteenth century. It enjoys being most used transport system. It not only integrates social, economic and cultural foundation of the country, but also is the giant facilitator in terms of employment opportunities.

Maharashtra is the third largest state\(^3\) and its capital—Mumbai is one of the most populated cities in the world\(^4\). As in case of other metropolitan cities in India, the population of Mumbai has also grown rapidly in the last 20 years. It is one of the largest cities of India in terms of population, business and trade activities. Being the business capital of India, a large majority of the Mumbai’s population includes migrants from the other States of India in search of better employment opportunities. Mumbai’s public transport system consists, primarily, of rapid transit systems on exclusive suburban railway lines augmented by commuter rail on main lines reaching out to outlying suburbs. Urban cities have come to realize the importance of railways. Also, unlike other industries that gear up themselves with modern equipment, accessories and

\(^1\) Census 2011, Government of India.
\(^2\) India Transport Sector, World Bank Report, 2011.
\(^3\) Most urbanized State, The Times of India, July 20, 2011.
\(^4\) “India stats: Million plus cities in India as per Census 2011”, Press Information Bureau, Government of India, October 31, 2011.
accoutrements over a period of time, railways too has moved to change and arm itself with modern technology at a much faster pace. It has shrunk distances between distant towns and mainstream cities in addition to giving a boost in a big way to commerce and trade. The role of railways over the years has thus turned vital and become more crucial vis-à-vis the changing economic, social, demographic and environmental scenario.

Indian Railways has rich legacy of values and norms that have helped it sustain its place in the country. It is run and regulated by Ministry of Railways which plays a decisive role in shaping the work culture. Efficiency and performance of railways depends on work culture of its various departments. The Railway Boards execute the decisions taken by the Railway Ministry. Railway staff remains constantly in contact with public in general. The existing work culture, job profile of employees, leadership styles, incentives and working conditions influence the efficiency and effectiveness of the railways. The administrative railway staff indulged in operational imperatives has to face the commuters daily in various roles. As the railway network is vast and far reaching, the numbers of commuters swell to unexpected levels; the situation in such circumstances threatens to go out of control. The number of railway staff required to run services adequately is comparatively less in proportion owing to an alarming growth of number of commuters. This creates tension and stress among the railway staff. The mechanical and operating work on the field becomes even more challenging and difficult during different weather conditions. Their capacities as human beings being limited, unforeseen constraints crop up limiting their behaviour in terms of rational propriety in different situations. This study intends to take cognizance and highlight the attitudes and behaviours of various railway employees indulged in their day-to-day work on different fronts. With respect to this contextual background, the researcher intends to undertake a study of work culture, its impact on employees, their job satisfaction levels, commitment to the job and the work-personal life balance.

Indian Railways run by Government of India follow the tradition bound value system. No other competing system of transport or technological innovation has enabled a change at the scale that has been brought about by the invention and adoption of railway. The bureaucratic way of functioning is the aspect that leads to the imbalance
between expectations of commuters and output generated by employees. Railways have a major role to play in smooth commuting of public. Due to continuous growth in population, the pressure on railways is increasing. There is a wide gap between the services provided by railways and the demand of commuters. The prospective challenges for the railways are rooted in the change in demographic environment and ongoing progress in technology. Lack of professional approach and discipline are other factors for which, railways is decried. The operating staff in railways has to face public at large every day. Increase in their inputs, working conditions, and stress relief measures will definitely enhance their image. Change in work culture is an important aspect which can improve the situation. The recommendations and suggestions provided through the study shall help to cultivate a desired type of work culture and reduce the pressure and stress among railway employees. The railway departments should make attempt to cultivate certain core values, which will make the organisation successful and stronger. Being the public service organization, railways touch the very day-to-day life of people. They serve the population of the country by making their daily commutation easy. The service and economy are the two major attributes of railways which make it a vital institution in the country. Prospective challenges that railways is badly in the need of are rooted in the change in environment, ongoing progress in technology and continuously increasing population.

1.2 Significance of the Study

Mumbai being the commercial capital of India, it offers a large number of employments and thus attracting a large number of people from rural and semi-urban areas of India. An affordable monthly season ticket has made suburban transport system the main mode of transport for the people of Mumbai. With the geographical spread of population from south to north and the location of central business District in the South, the suburban rail network will continue to be the principal mode of mass transit in Mumbai. At present, 6.6 million commuters of Mumbai use the existing facilities every
In spite of growing and heavy demand, the railways have successfully provided efficient and reliable service so far.

The Indian Railways is not just a transport system; it is a culture in force, and an integral expression of national solidarity. The nation moves ahead with it. In fact, the wheels of the railways symbolize an ever advancing, growing, developing nation. It reaches to the remote parts of the country.

As rightly stated by Mr. R. N. Misra, the railways were functioning by the rules prescribed in the old Act of 1890 which has proved to be redundant in many ways. It was almost after a century that the new Indian Railway Act 1990 replaced the old one completely by incorporating new sections and amending, rationalizing and rearranging existing ones in the entirety. The framework of the original railway system was inherited by the Indian Government in 1947. There was a need to adopt a new process of functioning with the change in the set up. Although the broad structural pattern remained the same, some adjustments in the functioning were brought about with a view to changing ideology, purpose and programme. The new management process with a three-tier system i.e. central, zonal and divisional was set up with a different structural pattern for each. The huge organisation started functioning under the control of Ministry of Railways and administered by The Railway Recruitment Boards. Below the ministry were zonal offices headed by General Managers supported by at the bottom—the Divisional Railway Managers. It was classified into seventeen different zones for facilitating the effective administration and control. Each zone has certain number of divisions and under each division there are certain numbers of departments. The organisational structure represents the scope of railway network. The number of employees is also huge to manage this network. Based on the vision of Indian Railways, it has laid down certain norms, quality policies, discipline to be followed by every department. It forms a pattern of work culture in the organisation and employees are supposed to follow it. Due to increasing population, there is rising demand for the

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facilities from railways. It automatically increases the workload of employees. Their efficiency depends upon the effectiveness of higher level management.

However, the highest authority is vested in the Railway Board at New Delhi and by the time the decision reaches the divisional level, it loses its force and effectiveness. The significance of the lower level employees and their motivation is lost as they get a rare opportunity to reach the top level.

Indian Railways are continuously advancing in the scope of its network. In the post-globalization era, the technology has made an impact over the functioning of Indian Railways up to a considerable extent. To execute these advancements naturally, the support of employees is critical. As huge number of employees of different age groups work in the organisation, there is a need to understand the changing working patterns and also the attitude of employees. The working environment constitutes the major part of work culture. When employees have a clear vision and realization of objectives of the organisation, clarity in the nature of job automatically leads to their efficiency. Also, the cordial relations among the various levels of management result into the sense of belongingness among employees. The training and motivation of the employees result into the development of confidence and self respect. These components are the direct outcome of the prevailing work culture in the organisation. The researcher feels the need to analyze the impact of these changing situations on the work culture of railways and as a consequence, the performance and behaviour of its employees. The study the researcher has undertaken is going to be of immense use to the railway policy makers as well as to the researchers in deciding the policies about the human resources in the organisation.

Since the dawn of civilization, every organisation has cultivated certain core values which make the organisation effective and efficient. The basic problem with respect to government institutions is how such institutions can be made people oriented. Their original structure, the rigid value system, and the traditional ways of operations are the factors that make any organisation ineffective.
India is changing its social face rapidly. World Bank estimates that by 2017, 500 million Indians, nearly 38 percent of India’s population will be living in the cities. Being the largest public transport system, the Indian Railway has to adapt to these migratory changes and equip itself according to the demands of the society.

1.3 Objectives of the Study

The purpose of the study is to understand and analyze the working environment and working conditions in the administration of Indian Railways. Human resource aspects are the basic concentration of this study. Any administration runs by policies and strategic decisions taken by its management. Indian Railways is not an exception to it. The three tier functioning system of railways decides the work environment in the organisation. Involvement of huge number of human resource in decision making makes the handling of problems difficult. Railway Ministry and Railway Boards are the higher authorities for making all the crucial decisions related to railways. The general managers of divisional level are the authorities who decide the work environment of departmental level. Railways being the principal transport system responsible for the easy commutation of people and goods, have to work for the progress of the society which requires a planned order of work related system and values. The organisation, primarily a service entity, is directly linked to providing smooth transportation facilities to the society at large. This increases the work pressure on its employees automatically. The values existing in the present set up and the extent to which they are followed constitute the key research problem in this study. Considering the long tradition of Indian railways and huge number of employees, the researcher has following objectives in mind for the study:

\footnote{World Bank Report, 2013.}
1. **To study the basic work culture, values and working system in Indian Railways.**

Basic cultural values in railways have been influenced by the fact that it is a public transportation system. While studying the history of Indian Railways, it was observed by the researcher that the culture of railways is impacted and shaped by the British colonial culture. After so many years of independence, the organisation has still the impact of the rigid culture. There is need to bring about reforms and replace the present culture. The role of work culture is a vital aspect in the efficient functioning of railways which should connect to the society in the light of changing global environment. Work culture in a railway office affects the morale and self respect of an employee. Being the public service entity they are expected to follow a particular code of conduct. Discipline and punctuality can be considered as basic work values. The core values are also inculcated in the organisation with the help of stories, self-behaviour and role plays. It is a strong belief of researcher that core work values when implemented effectively, will help to enhance the performance of railways. It will bring professionalism in their working style.

Healthy work culture will reduce the unwillingness and stress among railway employees and cultivate a good image of Indian Railways. The role and application of core values is reflected in the questions like the comments of senior officers in relation to the values shared in the departments, their leadership styles, communication systems, daily supervisions etc.

2. **To analyze the impact of organisational culture on the performance of employees in the railways.**

The railway employees use some specific principles in their daily working which serve as guidelines for them. The principles are the standards which help to measure the success of an organisation. The sustainability of the organisation improves with the effective application of basic norms, values and beliefs. The extent, to which these values are followed in the organisation, depends on the policies of general managers of the respective zones and officers of the divisions. The work culture is shaped by these values
and principles. The impact of such work culture on the performance of employees is one objective of the study. The researcher has asked certain questions related to sharing of values and participative management etc.

3. To assess difficulties in the development of organisational values.

There are certain drawbacks of the public sector enterprises. The bureaucratic style of functioning lays down hurdles in the path of developing organisational values. This hampers the effective application of core values in day-to-day administration of railway departments. The researcher intends to verify whether such practices exist in the railway departments. Political pressure, untimely duties, absenteeism are some of the limitations demoralizing the railway force. All policies are formulated and implemented by the Ministry through Railway Boards. This causes inconvenience to employees in their daily work. Political pressure plays its own role. Railways are also badly criticized for delayed service and inefficient handling of crowd. Shortage of staff and shortage of funds are the core problems in developing a supportive work culture in railways. Its vast spread network also makes it sometimes impossible to plan the activities effectively.

4. To examine the reasons of limited application of organisational values.

Railway employees have induction training programmes for various levels. The organisational values are taught to them during these programs. But they find it difficult while actually implementing these values in their routine task. Railway employees belong to not only Maharashtra state but also are the residents from other States as well. Due to migration, there is growth in the commuters’ pressure on railway system. Accommodation of continuously increasing commuters into the limited number of trains becomes a challenge for the railway staff. There are many technical problems due to which the trains get delayed. Commuters react to such situation in violent manner. It increases the stress on the railway staff, like motormen, guards, station masters etc. It finally results into health related problems. Lack of adequate infrastructural and physical facilities is also the limitation in non application of values. The researcher also feels that
the factors like effective performance appraisal and feedback, accessibility to superiors,
counseling, timely redressal of disputes etc. are equally important in cultivating effective
work culture.

5. **To offer suggestions to improve the work related values and work environment.**

The researcher analysed various human resource components crucially. The
human resource policies, perception of employees towards those policies, training
programmes, promotion and transfer policies, communication and leadership systems are
studied thoroughly. These areas need certain improvements to make the present work
culture better which in turn will develop constructive values. The sources from whom the
suggestions are gathered are operating staff, higher level officers. Even retired railway
officers are interviewed to receive suggestions in crucial areas. The lowest level
employees in terms of hierarchy have been a great source of information.

6. **To develop a model of work culture and system that can be implemented in the
existing set up.**

To develop a model for implementing the better work culture, the existing
systems are needed to be transformed from root. Railways being the vast network, will
take a little more time in implementing the better ideas. These ideas are required to be
digested by the huge number of human resources working in this giant organisation.
Technological advancement is the major cause of changing work environment in
railways. Sufficient inflow of finance in the system is equally necessary. The researcher
believes that there is a need to change the organisational hierarchy. Also decentralization
of the decision making authority is quite essential.
1.4 Hypotheses of the Study

Hypothesis is a proposition. It is a scientific way of finding the solution to the problem. It is based on empirical testing. The researcher has taken into consideration the work culture in lower level employees as well as higher level officers. The lower level staff includes clerical and operating staff whereas the higher level staff includes the officers and supervisors. Values which were considered as variables were leadership, discipline, team work and superior-subordinate relationship. The objectives of the study are to identify the hindrances in the application of such core values and also to find out the reasons for limited application. Hence, the study has the following hypotheses to analyze the facts and their impact on behaviour and administration in railways:

1. There is no significant difference in the perception of human resource policies amongst subordinate staff belonging to different age, education and length of service.

The researcher has made comparisons among the rail employees at various departments in Mumbai division on the basis of age, gender, income and designation. For testing this hypothesis, ANOVA test is used. The perception about the job was indicated by various variables like priority given to job related factors leading to job satisfaction. The researcher has taken various important variables that include job security, adequate salary, fringe benefits, comfortable working conditions, meaningful work, sound organizational practices, considerate superiors, respect and recognition etc. Their perceptions about human resource policies were analysed against their demographics like age, education and length of service.
2. **Communication with subordinates is independent of age, education and gender of officers.**

   The superior-subordinate communication is evaluated by analysis through their responses and demographics. Mainly responses of higher level authorities are analysed as it creates a greater impact on the lower level employees as to how the communication flows in the department and how it is interpreted. Being the public sector enterprise, mainly it has a downward communication system. The orders and circulars flow from higher level authorities and are implemented by lower level authorities. The analysis was done by the Chi Square Test.

3. **Value sharing in the department is independent of qualification and designation of officers.**

   The values like discipline, equality are the principal aspects that should govern the work of railway staff. There is deterioration of these values in society at large. The malpractices are rampant which result in setback to such values that can develop a healthy work culture. This hypothesis was tested on the basis of questions asked to higher level officers in different departments. They were asked about these values, its importance to the staff and sharing of such values in their organization.

4. **Work life balance of operating and clerical staff is independent of his/her designation and experience.**

   Due to shortage of staff and multi-tasking, the stress level was found to largely affect the existing work culture. It was observed during the review of literature that operating staff is more stressed due to nature of duty. The stress is created due to number of factors. Some important variables are taken into consideration by the researcher to identify which is leading to maximum stress among the employees. It was assumed by the researcher that there is indirect pressure, interference with family life, lack of support from the superiors, lack of opportunities, tension due to nature of
job, lack of sleep due to working hours etc. For testing this hypothesis, the Chi Square Test is used to compare the stress levels among the railway employees on the basis of gender and designation.

5. There is no significant difference on any of the 14 parameters describing human resource policies of employees belonging to different age, income, gender and length of service group.

The public sector organisation like railways need to implement the reforms after a specific duration as it is a public service entity. Globalisation has increased the demands of public from life and also the changing technology has increased the speed of professional conduct in reality. The researcher believes that only a change in the existing value system will improve the work culture in railway departments and offices. This hypothesis was tested on the basis of questions asked to both lower and higher level employees with respect to existence of railway union and the reasons which create stress among railway staff. Railway is the system for society and with every change in values of the society, there is a need to bring change to the value system. The hypothesis was tested for both questionnaire I and II by ANOVA test.

6. Employees having pride in Indian Railways is independent of their age, income, education and length of service.

Even though railway is working as public transport system, still it needs lot of improvements to become commuter-friendly. The quality of service will improve only when the quality and performance of human resources will enhance. For testing this hypothesis, the difficulties for effective application of work culture were taken into consideration. They were considered by the researcher as political and bureaucratic interference, absenteeism etc. The Chi Square Test was applied for testing this hypothesis for both the questionnaires.
1.5 Sample Design of the Study

A sample design is a representation of selection of sample from the given population for the study. Central zone of Indian Railways is too large to be covered under the study. It consists of five divisions—Mumbai, Pune, Nagpur, Solapur, Bhusawal. Considering the total strength of central zone, it was beyond possibilities to cover all five divisions geographically. Therefore the study of work culture is undertaken with special reference to Mumbai division. It covers Mumbai city, Mumbai suburbs, Thane, Navi Mumbai and Raigad part. The researcher has specified the geographical coverage of the study, the size of the population, sampling frame, sample size, the techniques of data collection and methods of hypotheses testing.

1.5.1 Geographical Coverage of the Study

The study is undertaken in the geographical region of Maharashtra State with an emphasis on Mumbai division which covers the following areas:

**Mumbai Division**

- Mumbai CST - Dadar - Kurla - Thane
  - Mumbai CST – Wadala Road- Kurla (Harbour Line)
    - Wadala – Kings Circle – Mahim Jn – Bandra (Harbour Line)
  - Kurla – Trombay (Goods)
  - Kurla – Mankhud – Vashi – Nerul – Belapur – Panvel
    - Thane – Airoli – Sanpada (Trans Harbour Line)
    - Thane - Airoli – Nerul (Trans Harbour Line)
- Thane - Diva Jn - Kalyan
  - Diva Jn-Panvel-Roha
- Panvel-Jasai-Uran
- Jasai-JNPT
  - Diva Jn-Bhiwandi Road-Vasai Road
- Kalyan Jn-Kasara-Igatpuri
- Kalyan Jn-Neral Jn-Karjat Jn-Lonavala
  - Neral Jn – Matheran
  - Karjat Jn-Panvel
  - Karjat Jn-Khopoli

The justification of selecting Mumbai division is as follows:

1. Mumbai is one of the most populous cities in the country. This financial capital of India is a home to 1, 26, 55, 220 people.\(^8\)
2. This is a place to undertake a right type of Pilot Study for evaluation of work culture in Indian Railways.
3. Mumbai division has more challenges to face like increasing load of daily commuters, long distance passengers which has increased the pressure on limited staff and has created problems for developing healthy work culture.

1.5.2 Population of the Study

The universe of the study is all employees of Mumbai Division. All administrative levels are covered under the study. There are total twelve departments in Mumbai division and each department has strength of different number of employees.

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\(^8\) Census 2011, Government of India.
1.5.3 Sampling Frame

The study has covered a set of respondents from railway employees working at different levels in Mumbai division. This has been specified in the table below. There are twelve departments in Mumbai division. The following table shows the universe size and the number of respondents selected for the study:

**Table 1.1: Sample Size of the Railway Staff in the Mumbai Division**

<table>
<thead>
<tr>
<th>Name of the Department</th>
<th>Universe size</th>
<th>Number of respondents</th>
<th>Percentage (Approx)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>857</td>
<td>34</td>
<td>4.00</td>
</tr>
<tr>
<td>Accounts</td>
<td>165</td>
<td>07</td>
<td>4.24</td>
</tr>
<tr>
<td>Administration</td>
<td>15</td>
<td>02</td>
<td>13.33</td>
</tr>
<tr>
<td>Commercial</td>
<td>4104</td>
<td>164</td>
<td>4.00</td>
</tr>
<tr>
<td>Electrical</td>
<td>6107</td>
<td>244</td>
<td>4.00</td>
</tr>
<tr>
<td>Engineering</td>
<td>6382</td>
<td>250</td>
<td>4.00</td>
</tr>
<tr>
<td>Mechanical</td>
<td>3411</td>
<td>135</td>
<td>4.00</td>
</tr>
<tr>
<td>Medical</td>
<td>1377</td>
<td>55</td>
<td>4.00</td>
</tr>
<tr>
<td>Operating</td>
<td>6906</td>
<td>275</td>
<td>4.00</td>
</tr>
<tr>
<td>Signal and Telecom</td>
<td>1939</td>
<td>75</td>
<td>3.86</td>
</tr>
<tr>
<td>Safety</td>
<td>154</td>
<td>05</td>
<td>3.24</td>
</tr>
<tr>
<td>Stores</td>
<td>15</td>
<td>02</td>
<td>13.33</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>31432</strong></td>
<td><strong>1248</strong></td>
<td></td>
</tr>
</tbody>
</table>

Source: Compiled from the field study.
There are four classes of employees in each department. Class A, B, C, D. Class A and B form the officers category whereas class C and D form the operating and clerical staff category. Their departmental hierarchy wise sampling frame is shown through following table.

<table>
<thead>
<tr>
<th>Levels</th>
<th>Class D</th>
<th>Class C</th>
<th>Class B</th>
<th>Class A</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>13</td>
<td>13</td>
<td>06</td>
<td>02</td>
<td>34</td>
</tr>
<tr>
<td>Accounts</td>
<td>02</td>
<td>02</td>
<td>02</td>
<td>01</td>
<td>07</td>
</tr>
<tr>
<td>Administration</td>
<td>-</td>
<td>01</td>
<td>-</td>
<td>01</td>
<td>02</td>
</tr>
<tr>
<td>Commercial</td>
<td>75</td>
<td>75</td>
<td>11</td>
<td>03</td>
<td>164</td>
</tr>
<tr>
<td>Electrical</td>
<td>110</td>
<td>110</td>
<td>16</td>
<td>08</td>
<td>244</td>
</tr>
<tr>
<td>Engineering</td>
<td>110</td>
<td>110</td>
<td>15</td>
<td>15</td>
<td>250</td>
</tr>
<tr>
<td>Mechanical</td>
<td>50</td>
<td>60</td>
<td>15</td>
<td>10</td>
<td>135</td>
</tr>
<tr>
<td>Medical</td>
<td>20</td>
<td>20</td>
<td>05</td>
<td>10</td>
<td>55</td>
</tr>
<tr>
<td>Operating</td>
<td>120</td>
<td>120</td>
<td>15</td>
<td>20</td>
<td>275</td>
</tr>
<tr>
<td>Signal and Telecom</td>
<td>30</td>
<td>30</td>
<td>10</td>
<td>05</td>
<td>75</td>
</tr>
<tr>
<td>Safety</td>
<td>01</td>
<td>03</td>
<td>-</td>
<td>01</td>
<td>05</td>
</tr>
<tr>
<td>Stores</td>
<td>-</td>
<td>01</td>
<td>-</td>
<td>01</td>
<td>02</td>
</tr>
<tr>
<td>Total</td>
<td>531</td>
<td>545</td>
<td>95</td>
<td>77</td>
<td>1248</td>
</tr>
</tbody>
</table>

Source: Compiled from the field study.

1.5.4 Data Collection

The data required for the purpose of the present study comprises both from primary and secondary sources.

The secondary data was collected by visiting the administrative offices of Mumbai division, central zone at Chatrapati Shivaji Terminus. Records maintained by various departments of Mumbai division as well as the head offices of central railways.
were the sources to gather information. The periodicals and magazines published by railways at certain regular intervals were also of the immense use. The secondary sources comprised of books from libraries like Mumbai University, S.N. D. T. University and Central Railway headquarters. The yearly railway budgets declared by the Railway Ministry have been the great source of information. Other publications included research papers and review of reports published in journals, newspaper articles in Loksatta, The Times of India, Economic Times and Hindustan Times etc.

Direct visits to departments of Mumbai division were the major source of primary data collection. Almost equal representation was given to each department. Since Mumbai is headquarter of the whole central zone, even the headquarter departments have also been covered while gathering the information. Questionnaires were prepared for two categories. Questionnaire-I was for the higher management including officers and supervisors. It consisted twenty nine questions related with general personal information, working conditions, human resource policies and practices, technology, grievance settlement procedure, counseling, discipline, stress at work, attitude towards job, training in new fields, leadership style etc. Questionnaire-II was framed for the lower level employees i.e. operating and clerical staff. It consisted of twenty five questions related to general information, facilities at work, motivating factors, grievance handling procedures, counseling facilities, stress, feedback on performance, attitude towards job etc. Interviews with higher level authorities as well as lower level working staff were useful to know their experiences and obtain valuable suggestions.

1.5.5 Techniques of Data Analysis

The questions asked in the questionnaires are of both the types, open ended and close ended. The researcher has collected qualitative and quantitative data from different respondent. The data being varied in nature required statistical treatment by using different techniques. The researcher has applied the Chi Square and ANOVA tests for testing the hypotheses.
1.5.6 Scope of the Study

Railway is basically a public service institution which aims at convenience and comfort of the commuters. The study carries the social relevance and context. There happen the cases of accidents and mishaps on railways. It is unfortunate that number of incidences is increasing which in turn increase the pressure and stress on the railway employees. The operating staff has to face the rage of commuters because of regular failures of railways due to various reasons.

The present research shall provide the familiarity and will achieve insight in changing work culture in railways. The work culture can be reshaped over a period of time with the cooperation of human resources. The qualitative enhancement of employees can be facilitated through transformation of the working conditions in the organisation. The work culture in the organisation can be reshaped through the outcome of this research. Advanced technology is the area where the railway staff has to adapt themselves. Adequate inflow of funds and innovation are the areas where the higher authorities need to improve.

The study will throw light on the personality and work related traits of the railway staff inefficient and uncompetitive for creating the healthy organisational climate. The study will describe the limitations and obstacles in implementation of the core values. The study also intends to suggest the necessary changes and improvements required for delivering a competitive and efficient railway staff. The focus of the study is to find out the ways to improve the overall productivity and efficiency of Indian Railways through continuous and fruitful efforts of its employees.
1.6 Limitations of the Study

Out of sixteen zones of Indian Railways, only the central zone is considered for the study. Under central zone, there are five divisions--Mumbai, Pune, Bhusawal, Solapur and Nagpur. The focus of the study is on Mumbai division for the convenience of geographical coverage. There is a scope to study work culture in other areas related to railways like workshops, car sheds etc. The researcher has not covered these areas. The work culture of any organisation can be studied in four different aspects viz. organisational excellence, empowerment, total quality management and human resource management. Researcher has considered the human resource aspect for the study. The psychological aspects of the work culture like behaviour and attitude of railway employees is difficult to measure. The operating staff of class ‘D’ was interviewed during their working on tracks. There was a time constraint for the railway staff to fill questionnaire and give detailed interview. Specifically women respondents like lady motormen and guard were few and also they were placed on duties outside the office. The superior’s influence on subordinates was alarming which prohibited some of the respondents to give frank opinions. Moreover Indian Railways being the national level crucial government organisation, there were lot of restrictions on producing the required information from its offices.

1.7 Chapter Outline

The indepth study has been conducted and chapterised into nine parts. It will help to understand the difference between the present work culture and the desired work culture. The details of the chapters are given below:

Chapter 1: Introduction

This chapter is basic information about the entire research. It frames systematically the research design and defines the boundaries. The chapter provides the background and the need to conduct the study in the present changing role of railways. The importance of the study lies in the fact that a city of Mumbai with high density of
population, poses the challenges to the railways in maintaining the smooth service. Work culture decides the organisational conditions which need the reforms to improve the efficiency of railway staff and help them achieve their personal goals as well.

The chapter also describes the significance of the study, objectives of the study, hypotheses of the study and the research methodology. The limitations of the study, scope of further research and the chapter’s scheme is elaborated further.

**Chapter 2: Conceptual Framework of the Study**

The concepts used in the research topic, objectives of the study, hypotheses and questionnaire are explained in this chapter. The concepts like culture, work culture, organisational culture, human resource management, human relations management, organisational behaviour, work life balance, occupational stress, frustration, burnouts, counseling are explained in depth. The chapter is further classified into concepts related to railways like Indian railways, Division, Zone, Railway Board etc. Researcher has also tried to simplify the concepts often used in human resource management and have a great impact on existing work culture. The major concepts those have been included in questionnaire are discussed in detail. They are communication, recruitment, selection, performance appraisal, training and development, human relations management, motivation, morale, promotion, transfer etc. Work culture is a part of organizational behaviour. Thus, the researcher has made an attempt to explain the concept like value system, attitude, perception and teamwork. The researcher has tried the level best to explain organisational behaviour and the related aspects which have a deep impact on work culture in the organization. The other variables which affect the work culture of railway employees are considered in the research like leadership, empowerment and job satisfaction etc.

**Chapter 3: Review of Literature**

This chapter has covered a summary of related literature referred by the researcher. Indian railways being the public enterprises, very less information about the internal functioning of the organisation is available to general public. The researcher has studied the literature from the following sources:
- Books
- Journals
- Magazines
- Research articles
- Newspaper articles

The chapter is written under the following broad heads:

1. Review of literature relating to work culture covers the type of work culture prevailing in the private sector organisations and public sector organisations. The concept of work culture is discussed by many human resource management experts. It overlaps the concept of organisational culture. The perception and practice of work culture differs from country to country and from organisation to organisation.

2. Review of literature related to Indian Railways in general where the researcher has gone through various books available which provides valuable information right from the inception of railways in India till today.

3. Review of literature relates to areas of human resource management for which the researcher has selected important areas like recruitment and selection, training, promotion, motivation, morale, organisational structure, authority, responsibility, accountability, performance appraisal and superior-subordinate relationship with respect to railway staff in India and specifically for Mumbai division.

4. Review of literature with respect to work culture in railways covers areas like discipline, values, behaviour and attitude of railway employees, stress among the operating staff etc.

5. Review of literature with respect to challenges before railway system particularly in a city like Mumbai were reviewed taking into account the major areas like changing role of railways in the changing environment, public image of railways, leadership in railways etc.

6. Review of literature related to women and their role in working of Indian Railways.

7. Review of newspaper articles about functioning and administration of Indian Railways.
Chapter 4: Profile of Railway Departments at Mumbai Division

This chapter provides information about the origin and history of railways in India. The mission and vision with which the organisation was established is also explained in this chapter. The organisation structure and the hierarchy of authority are charted out in detail. It also briefs about the number of zones and divisions under each zone, their backgrounds, structure and authority. It provides information about the organisational structure, location, total number of railway staff, and their job profiles of different departments in Mumbai division.

Chapter 5: Human Resource Management in Railway Departments

This chapter deals with the human resource provisions and policies and also its application in railway departments. The researcher believes that railway staff being the service provider must possess human skills and thus the training in the recent practices in human resource management. Railway front office staff is the professional service provider. On day-to-day basis, they have to deal with complaints of different nature. They have to deal with superiors, passengers, daily commuters as well as media. The areas covered are recruitment, selection, training, transfer and promotion policies, leadership styles, communication systems, authority, responsibility and accountability, motivation, morale, superior subordinate relationship, compensation management and performance appraisal of the railway staff.

Chapter 6: Work Culture- Railway Officers at Mumbai Division

This chapter critically analyzes the work culture at the higher level management at railway departments of Mumbai division. The officer is in charge of the department and is responsible for the performance of his subordinates. His team includes deputy officer, supervisors, operating staff and clerical staff. The officers create a desirable work culture in the departments. Their style of leadership influences the work culture of their departments. The researcher has made an attempt to know and understand the values, communication style, decision making system, discipline, leadership style, grievance settlement system and counseling methods adopted at individual departments. The values adopted by administrators are one of the aspects in shaping the work culture in
departments. Administration of railways is undertaken at two levels. At the higher level authorities, i.e. Ministry of Railways and Railway Boards and the other are at lower level authorities, i.e. Zonal and Divisional offices. Various policies and programs are formulated that are important to cultivate healthy work culture.

The chapter provides the detailed analysis of the data related to the objectives and hypotheses of the study based on the primary and secondary data. Starting with the profile of the respondents of questionnaire-I, it provides tables and graphs which describes thoroughly the working conditions at departmental level, job satisfaction in relation to human resource policies. It also describes the working style of the officers in terms of leadership, motivation, communication and decision making. The researcher could conclude about the work environment in the railway departments only on the basis of the analysis of the related questions. The researcher also provides information about practices at departmental level like employee counseling, direct access to superiors, feedback on job performance, discipline among subordinates and stress at work. The perception about the job is also important to develop good work culture. The researcher has made an attempt to know the various facilities and incentives provided to the employees by railways and their satisfaction levels. The work life balance of the staff is assessed through certain questions related to stress levels of employees, perception about job etc.

The impact of automation and computerization on the jobs of employees and also their adaptation capabilities are analysed. Training required for adapting these technological changes is a crucial aspect of railways, especially when majority of the staff is above 50 years of its age. Attempts are made to know the main concerns in the department, style of leadership, empowerment to subordinates, participative management and decision making capacities.

Chapter 7: Work Culture--Subordinate Staff at Mumbai Division

Operating staff is the most sensitive entity towards any change in the organisation. The front-office staff, operating staff like motormen, guards, ticket collectors, ticket window operators frames the image of railways. Work culture of
operating and clerical staff is important as it constitutes the major number of the employees.

The work culture at lower level is greatly affected by the educational qualifications, attitude, perceptions, job profiles, gender of employees. The areas covered by the researcher under the study include motivation, morale, stress levels, superior subordinate relationship and training. The respondents at this level were eager to share their practical difficulties which affect not only performance but their family life to a great extent.

Chapter 8: Conclusions and Findings

The findings from the statistical analysis helped to draw conclusions. The interviews with the officers as well as staff helped in drawing the accurate conclusions. General conclusions related to the overall situation in railways and specific conclusions related to officers, staff and their working conditions are drawn. Respondents gave their spontaneous opinions for improving the present work culture in Indian Railways.

Chapter 9: Suggestions and Recommendations

Reviews of literature, primary data analysis, and secondary data evaluation are the main contributors for providing the suggestions and recommendations. The informal discussions with the staff at departmental level and interviews of the retired officers also are taken into account while providing valuable suggestions and recommendations. Suggestions are provided in general and specifically in important areas of work culture at higher and lower level railway staff.
1.8 Conclusion

With the development of modern technology, Indian Railways is facing the challenges to adapt to these changes. In the city like Mumbai, it is becoming more challenging due to alarming population. The shifting of role from traditional public transport system to commuters’ friendly service provider system requires changes in the value system of railways. It requires a desired change in the mind set of operating staff, administrative staff and public in general. The leadership at the top level has the administrative capability in bringing desirable reforms in railways. The constructive work culture does not remain a dream anymore if the concerned authorities decide firmly to change. Only recruiting more staff is not sufficient to face the increasing number of commuters. Effective training and motivation at the lower level is must. Effective and practical promotion and appraisal policies can raise the morale of the subordinate staff. Better human resource and human relationship management play crucial role in creating healthy work culture. This chapter is the detailed description of how the research is planned and effectively undertaken in various functional areas.