Chapter 2

Conceptual Framework of the Study

2.1 Introduction

The concept is an idea or an abstract which represents an object or a certain phenomenon. It generalizes the event or process and brings out the related aspects. The purpose of using concept in research is to present one idea in a simplified form so that the idea reaches to the mind of reader and correct meaning can be extracted out of it. The research topic along with its objectives and hypotheses can be understood accurately. The researcher explains the concepts related to the ideas, objectives, questionnaires and to the whole thesis through this chapter.

2.2 Concepts related to Work Culture

Work culture is a multi-dimensional concept. The work culture of any organization can be studied in four different aspects viz. organizational excellence, empowerment, total quality management and human resource management. The researcher has explained the concept of work, culture, work culture and organizational culture in this chapter.
2.2.1 Work

Work refers to the physical and mental activity that is carried out at a particular place and time, according to explicit and implicit returns for remuneration. It defines the identity of the person. The most obvious purpose of work is an economic one.

‘Place and time’ locates work in a social context. It is the basic concept related to ones wellbeing and self-esteem. It directs the life of an individual and provides him with the ultimate aim to be achieved in life. Work involves social relations between people i.e. employer and employee, co-workers, management and trade unions etc. There are two types of rewards for work, extrinsic and intrinsic. The extrinsic reward is in terms of wages and bonuses and intrinsic reward is the status and recognition from the related people. Work inside and outside the organisation is affected by the processes of globalization, technological change and managerial strategies. Indian Railways undertakes wide variety of work. Many times it involves multitasking like performing operational as well as administrative duties simultaneously. Indian Railways is a huge organisation and hence there are different designations and authorities of the staff. The work carried out by each employee is different even though it is interrelated. Being the public service organisation, the nature of work is people oriented and time bound.

2.2.2 Culture

The term ‘culture’ has been used by social scientists for a very long time. Anthropologists began to employ the concept in the late eighteenth century to describe tribal and peasant societies. Two very prominent US socio-cultural anthropologists, Alfred Kroeber and Clyde Kluckhohn identified more than 150 definitions of this term. In the late 1960s organizational researchers began to view business companies especially large and complex firms as being like mini-societies, each having its own, distinctive characteristic and culture.

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It is also evident that the culture of any organization will to some extent be determined by national culture. The culture of the country is reflected in the work culture of an organisation functioning in that country. The culture in the society differs on the basis of power, distance, uncertainty avoidance, individualism versus collectivism, masculinity versus femininity and time orientation. India, a land of diverse cultures, is one nation by virtue of her railways. It has been used by the people as a means of communication between the north and the south, between the east and the west, across its hills and plains. The role of Indian Railways in bringing about the integration of the people living in different regions with diverse physical features and culture is indeed unique.

2.2.3 Work Culture

It is a tedious work to define work culture as it is a very broad concept. It is a set of properties of work environment perceived directly or indirectly by the employees who work in this environment. It is the function of the social value system. It is the most influential phenomenon on the behaviour of people. There are various factors in the organisation which are connected to the individuals, management, groups, the whole organisation and also the external environment of the organisation. Various facets of the human behaviour can be analysed through the help of study of work culture. It acts as a guideline for the newly recruited employees to adjust themselves into the working environment of the organisation. The tradition of the organisation creates a sense of respect in the minds of employees for the systems and values developed over a long period of time. Indian Railways is no exception to it. It provides a base for its employees to decide their way of functioning and behaviour through the culture and the beliefs.

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2.2.4 Organisational Culture

The concept of organisational culture is born from the early studies of organisational climate; intertwined human resources. An organisation does not operate in isolation. It continuously interacts with its environment. Organisational culture refers to a system of shared meanings held by members that distinguishes the organisation from other organisations. The system of shared meaning is a set of characteristics which is nourished and valued by the organisation. It is a basic philosophy of organisation which consists of some core values, beliefs and perceptions which must have been developed over a period of time and are commonly shared by its members. It is holistic, historically determined, related to the things, socially constructed and difficult to change. The values are related to various aspects of organisational functioning such as social sensitiveness, innovativeness, creativity, team spirit, employee orientation etc.

The strong organisational culture will have a greater influence on the attitude, working behaviour and performance of employees. An organisation is said to have strong organizational culture if these basic or core values are accepted wholeheartedly and widely shared by employees. It is difficult to describe and measure the culture of an organisation precisely. Culture varies from one to another organisation depending on many factors such as basic philosophy of an organisation, founder’s vision, work situation, managerial style etc. The culture of an organisation is formed out of the values and beliefs carried for a long duration by the employees. Indian Railways is completing its 162 years of service. It carries a long history and hence a wide spread culture. It’s a country in its own. The versatile nature of the staff employed from different parts of the country adds values to the credit of the organisation.

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2.3 Concepts related to Railways

Indian Railways have come a long way rendering service in our country. It has its own culture developed over a period of time. As the performance of employees is closely related to the work culture in the system, the researcher found it important to study certain concepts related to railways like Indian Railways, mission and objectives of Indian Railways, Zones and Divisions, Railway Recruitment Board, General Railway Police etc.

2.3.1 Indian Railways

Indian Railways, which had a modest beginning in 1853, has since then been an integral part of the nation -- a network that has held together a population of one billion. A self-propelled social welfare system that has become the lifeline of a nation, Indian Railways has woven a sub-continent together and brought to life the concept of a united India. The railways in India are the largest rail web in Asia and the world’s second largest under one management. With a huge workforce of about 1.65 million, it runs some 11,000 trains every day, including 7,000 passenger trains.  

Indian Railway is an Indian state-owned enterprise, owned and operated by the Government of India through the Ministry of Railways. It is one of the world's largest railway networks comprising 115,000 kms of track over a route of 65,436 kms and 7,172 stations. In 2013–14, Indian Railway carried 8,425 million passengers annually or more than 23 million passengers daily roughly half of which were suburban passengers and 1050.18 million tons of freight in the year. In 2013–2014 Indian Railways had revenues of ₹1441.67 billion which consists of ₹940.0 billion from freight and ₹375.0 billion from passengers’ tickets.  

2.3.2 Railway Zones

Indian Railways is divided into several zones. The number of zones in Indian Railways increased from six to eight in 1951, nine in 1952. As part of the initiative to further decentralize the Indian Railway operations, given the constraints of geography, regional considerations and other compulsions, these nine zones were restructured in the year 2003 to make the number of zones sixteen and now seventeen. Each zonal railway is made up of a certain number of divisions, each having a divisional headquarters. There are a total of sixty-eight divisions.\(^7\)

Each of the seventeen zones is headed by a general manager who reports directly to the Board. The zones are further divided into divisions under the control of Divisional Railway Managers (DRM). The divisional officers of engineering, mechanical, electrical, signal and telecommunication, accounts, personnel, operating, commercial, security and safety branches report to the respective Divisional Manager and are in charge of operation and maintenance of assets. Further down the hierarchy tree are the station masters who control individual stations and the train movement through the track territory under their stations' administration.\(^8\)

2.3.3 Railway Division

A railway zone is divided into a number of divisions. The divisional system has been evolved over half of a century. In view of the multiplicity of organisational patterns on which company railways were based, the organisational uniformity was a slow process. The recognizable system of working on the company railways was the district or departmental system under which the administrative headquarters of a railway was divided into a number of major departments. The districts were generally small which could be conveniently managed by a single departmental officer. The limitations of the

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\(^8\) www.indianrailways.com.
geographical boundaries and extension of jurisdiction posed the problem of coordination. Hence, there used to be frequent delay in the departmental system of decision making. The pattern of districts was changed to divisional system of working. Two or more districts were combined to form a division and it became the working unit of a railway. With the introduction of divisional system, there was a conceptual change in the machinery of management. A division became a geographical and administrative entity into which merged the departmental organisation at the district level.\footnote{Khosla G. S., \textit{A history of Indian Railways}, Ministry of Railways, Government of India, New Delhi, 1988, pp 235-238.}

2.3.4 Railway Recruitment Board

In 1901, Sir Thomas Robertson was appointed by His Majesty’s Secretary of State for India in Council as Special Commissioner for Indian Railways to report on its administration and working. He recommended that the administration of the railways in India should be entrusted to a small board consisting of a President or Chief Commissioner who should have practical knowledge of railway working and two other commissioners who should be the men of high railway standing.

His recommendations were carefully considered by the Governor General in Council and the Secretary of State and in 1905 it was decided that the railway branch of the Public Works Department of the Government of India should be abolished and the control of the railway systems should be transferred to a Railway Board consisting of three persons, a chairman and two members. The Board was made subordinate and directly responsible to the Government of India in the Department of Commerce and Industry. The Railway Board assumed office in March 1905 which consisted of the following members-

1. Secretary
2. Assistant Secretaries, one each for Establishment, construction and Traffic
3. Registrar
4. Director of Railway Construction
5. Railway Accounts Officer
The next phase of development of railway organisation took place in 1919, when the Governor-General of India recommended to the Secretary of the State that the Railway Board should be reorganized. It should consist of a President, two members and a Financial Advisor. While the President should undertake overall responsibility, the members should be in charge of engineering and transportation matters. The Financial Advisor, while remaining an officer of the Finance Department would serve as a link between the President of the Board and the finance member of the Governor-General’s Council.

The composition and functioning of the Railway Board came under the scrutiny of the Acworth Committee in 1921. As per his recommendations, a chief Commissioner of Railways was appointed in 1922, to be solely responsible under the Government of India for arriving at decisions on technical railway concerns and for advising government on matters related to railway policy. The new organisation was designed with the object of fitting the department for the work of administration of the railways as a commercial concern and was based on the principle of giving it measure of independence in its management of railway problems. The reorganization of the department was the first step towards decentralization for dealing effectively with the larger question of management and government control. The new system proved of considerable assistance in dealing with the regular business of railway management.10

At the time of independence in 1947, The Railway Board consisted of a Chief Commissioner, a Financial Commissioner and three members in charge of Engineering, Staff and Transportation. There were six directors, who held charge of Civil Engineering, Establishment, Finance, Accounts, Mechanical Engineering and Traffic. In addition to the Secretary and Deputy Secretary, there were eight Joint Directors, nine Deputy Directors and five Assistant Directors. In 1960, additional portfolios of Health and Electrical Engineering were created. An Additional Member Vigilance, drawn from the civil service, was placed in a position in pursuance of the recommendations of a Committee

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appointed by the Government of India in 1946, that a senior officer should be appointed in each Ministry, to head the machinery fight against corruption.

**The Minister and the Board**

When the Railway Ministry was first created in 1947, it had a Cabinet Minister and a Minister of State. The relations between the Ministry of Railways and the Railway Board developed in the course of time depending upon the understanding between the Minister and the Chairman of the Board.

In 1985, the Ministry of Railways was merged into a Ministry of Transport which would deal with all modes of transport viz. Railways, Surface transport and Civil Aviation. The Ministry of Railway ceased to exist and became the Department of Railways. The chairman of Railway Board held the additional charge as coordinating secretary in the Ministry of Transport and was relieved from the functional responsibility in the Board.

The Board has a dual function: as the highest executive for the technical supervision and direction of the railways and as a department of the Central Government. As a department, the Railway Board exercises full powers of the Government of India including control of the railway budget and finances. It is responsible not only for the control and co-ordination of maintenance and operation of the railways but also for planning the development of the system and future construction. It has a full fledged Directorate of Planning which guides studies in planning on the zonal railways in co-ordination with other Ministries of the Union Government. The Board also works in close co-ordination with other economic Ministers for formulation of programmes for the planned and coordinated movement of products and manufactured items. It also works in close liaison with the Ministry of Defence to provide support to the logistics of the defence services which are largely dependent upon the railways for the movement of personnel and stores.
2.3.5 Government Railway Police

The duties of the Government Railway Police as regards the areas in their jurisdiction correspond in general to those of the District Police in the areas under their charge. The Government Railway Police have in addition the following special duties to maintain order at railway stations and in trains. The term “Order” duties comprises:

a. control of passenger traffic within station premises, especially on platforms, in booking offices, waiting halls, at entrance and exit gates and wherever specially required in emergencies by the station officials;
b. control of vehicular and other traffic in station precincts;
c. Maintenance of order in passenger trains halted at stations and prevention of over-crowding in carriages;
d. Supervision of loaded passenger trains standing in station;
e. arrest of persons guilty of committing nuisance, removal of persons suffering from infectious diseases and keeping of station premises clear of beggars;
f. Examination of empty carriages on arrival at terminal stations for property left behind by passengers and inspection of carriages with a view to check that fittings have not been tampered with.

In addition to this, there are other duties which are as follows:

1. Removal of bodies of persons who dies in trains or on station premises and conveyance to hospital of sick passengers
2. To report to the proper authorities railway or civil the commission of offences under the Railways Act, and cases of fraud or oppression on the part of railway personnel
3. To enquire into accidents on railway
4. To render assistance to railway officers and to the traveling public in so far as the rendering of such assistance is compatible with their own duties as Police officers

The Government Railway Police are responsible generally for the prevention and detection of crime on railways. The protection of goods-sheds, goods-wagons at
stations and parcel offices is not duty of the Railway Police, but of the Railway Protection Force of the Railway.

With the introduction of amendment in RPF and Railways Act, implications for GRP are as under:-

1. 36,600 GRP personnel of the country will be able to focus their attention on crimes specially rape in trains and other crimes against women.
2. While GRP will continue to do policing for Railways, it will get more time to concentrate on investigation of crimes.

GRP can be utilized for track patrolling and for effective investigation in cases of sabotage as defined in sections 150, 151 and 152 of The Railways Act.11

2.3.6 Railway Protection Force

The Railway Protection Force is a security force of India entrusted with protecting railway passengers, passenger area and railway property of the Indian Railways. The Force is commonly referred as RPF.12 The Force is under the authority of Ministry of Railways, Government of India. The strength of RPF is about 65,000. RPF is headed by Director General who is usually an Indian Police Service officer.

The Mission of the Railway Protection Force includes the following:

- Protect and safeguard railway passengers, passenger area and railway property
- Ensure the safety, security and boost the confidence of the traveling public in the Indian Railways

The origin of this force was 'Watch and Ward' and functioned under the administrative control of railway administration. Later on this force was renamed as Railway Protection Force and its members were provided with the power of arrest

11 www.indianrailways.gov.in.
12 www.railwayprotectionforce.gov.in.
without warrant for the unlawful possession of railway property. The term railway property included only the properties owned by the railway administration. In due course of time, the definition for the term railway property was extended and it included the properties owned by, or in the charge of or entrusted with the railways. The offenders are booked under the Railway Property (Unlawful Possession) Act 1966. Now the Railway Protection Force has a separate administrative system and functions under the general supervision of the railway administration.

2.4 Concepts related to Human Resource Management

Human resource means the people available in the organisation to work. Managing people in the organisation is a skillful task. It requires patience and foresight. Human resource management is a term used to refer to the philosophy, policies, procedures and practices relating to management of people within the organisation. Organisational commitment of the work force can be maintained only when people are motivated, skilled and devoted towards the work. They should feel secure in terms of returns of their contribution to the institution.

The functions performed by the human resources in the organisation play a very important role in forming and changing the organisational culture. It has a vital impact on the prevalent structure and culture in the organisation. The chain of command i.e. the organisational hierarchy has a strong influence on the functioning of people. The more the standardization, the more rigid are rules and regulations. Railway being the government entity, it follows a bureaucratic functioning style.

Human resource involves all aspects related to them like recruitment, selection, transfer and promotion policies, job satisfaction, motivation and morale, training and development etc. Evaluation of all these aspects with reference to railway employees is the major concern of the researcher through this study.
2.4.1 Recruitment and Selection

Recruitment is a process of generating a qualified pool of applicants for actual and anticipated job vacancies. It is a positive process of increasing the pool of available candidates. Recruitment functions as a bridge or linking activity between human resource planning and selection.\textsuperscript{13}

Selection is a process of gathering information on job applicants and making the hiring decisions based on the information. It is a prediction about the successful performer who will perform well on the criteria established in job analysis for the job under consideration. It is a negative process of eliminating candidates from the applicant pool.

2.4.2 Placement

On successful clearance of all the hurdles in the selection process, an applicant is presumably offered a job. Once an offer of job is extended and accepted, the final stage in procurement function is concluded i.e. placement of the individual on the new job and orienting him to the organisation through induction. The act of finally assigning the rank and responsibility to an individual, identifying him with a particular job is placement.\textsuperscript{14}

2.4.3 Training and Development

They are the continuous efforts designed to improve employee competency and organisational performance. Training provides learners with knowledge and skills needed for their present jobs whereas development involves learning that focuses on long term goals. As the organisation grows, employees can keep pace with the changing


time with training and development. The primary challenge of training and development is to anticipate change and to respond proactively to it. Changes in the organisation structure, technology, human resources, and competitive pressures affect the training and development process. Training programmes are designed mainly for the lower level employees or specifically those who are involved with the field and practical work. Development programmes are for the higher level officials and are more intellect oriented than labour oriented. It totally depends upon the person’s capacity to grasp the skills and knowledge out of such programmes.

2.4.4 Promotion

Advancement of an employee from one job level to another higher one within an organisation is known as promotion. Promotion implies vertical movement of a person to a position carrying higher status, more pay, increased responsibilities, increased privileges and benefits in the same organisation.

Closely related to promotion is the practice of ‘upgrading’ which is concerned with a small scale advance in status by minor promotion within grade or horizontal promotion with small increase in pay. Both upgrading and promotion are ways of recognizing and developing the abilities of the employees within the organisation, instead of filling the vacancies from outside.

Promotion acts as motivation technique for the employees. It enhances their standard of living and makes them feel happy and content. It consequentially results into increasing their efficiency and overall development of the organisation. A sense of loyalty is created through this technique. It is a sort of justification and reward to the eligible employee for the efforts he has put into the effective functioning of the organisation.

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2.4.5 Motivation and Morale

Motivation refers to the forces within a person that affect the direction, intensity, and persistence of voluntary behaviour. It is one of the essential drivers of individual behaviour and performance. It is an integral component of employee engagement. Motivated employees are willing to exert a particular level of effort for a certain amount of time towards a particular goal.\textsuperscript{17} Motivation begins with individual needs and their underlying drives. Individual needs are the deficiencies that energize or trigger behaviour to satisfy those needs and the drives are instinctive or innate tendencies to seek certain goals or maintain internal stability.

Morale is the capacity of people to work together consistently for a common purpose. Morale is linked to employees’ attitudes. It relates to the individual duties assigned to them or the group work carried on by them collectively. The ultimate intention of any organisation is to achieve the common objectives of the company and also to develop the capacities and skills of individual members. The Human relations theory proves that these objectives cannot be achieved automatically. It requires providing recognition and respect to the employees for the kind of work undertaken by them. The productivity of employees can be raised by providing the monetary and psychological motivation to them. Any employee is mainly concerned with the primary factor called job security. Also respect gives a positive feeling of esteem. The financial motivators boost the morale of employees and encourage them to work harder and towards achievement of the goals of the organization.

2.4.6 Transfer

A lateral shift causing movement of individuals from one position to another usually without involving any marked change in duties, responsibilities and skills needed or compensation is transfer. A transfer is a change of job assignment; it may

involve no change at all in the responsibilities and status. It is a change in the job where new job is substantially the equal to the old in terms of pay, status and responsibilities.\(^{18}\)

Transfer of an employee takes place out of various reasons. It may be either out of efficiency or inefficiency of the person. An employee who is skilled and is able to grasp more and more knowledge can be transferred to another department to increase the efficiency of that particular department. In contrast to this there may be certain employees who are not working efficiently as per the expectations. Hence they will be transferred to some less productive department.

Transfer also works as kind of motivation or punishment. An employee gets motivated when he is transferred to some area of work which he is keenly interested in. It acts as a punishment if the employee is not fulfilling his job responsibilities to the fullest. In short it is an effective instrument in the hands of the higher authorities.

2.4.7 Leadership

It is a process of influencing others to get the job done effectively over a sustained period of time. It provides positive environment to them to achieve team or organisational objectives.\(^{19}\) The willing cooperation of employees is necessary to achieve the organisational objectives. Railways follow bureaucratic leadership pattern. They follow the rules and regulations laid down by the centralized authority.

Leadership styles are of different types like autocratic, democratic, situational, charismatic and transformational. A service organisation which is basically a public enterprise does not have the freedom to follow any of these styles except bureaucratic style of leadership. Of course, the individual officials can follow different leadership styles at their level.

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2.4.8 Communication

It refers to the process by which information is transmitted and understood between two or more people. Effective communication is vital to all organisations because it coordinates employees, fulfills their needs, supports knowledge management and improves decision making. It holds people together. It is also a key driver in knowledge management. It influences the quality of decision making.\textsuperscript{20}

According to Louis Allen, “Communication is a sum of all the things one person does when he wants to create understanding in the mind of another. It involves a systematic and continuous process of telling, listening and understanding”. It is an ongoing process as every superior has to be in regular touch with his subordinates to know about the progress of work in conformity with the standards. Coordination can be maintained in different departments by exchanging information on regular basis. Interpersonal relations are created by making regular interactions with the subordinates. An effective communication system promotes socialization among employees of the organisation. It improves organisational effectiveness as well as performance of the members.\textsuperscript{21}

2.4.9 A Work Team

Teams are increasingly the primary means for organizing work in contemporary business firms. A work team generates positive energy through coordinated efforts. The individual efforts result in a level of performance greater than the sum of those individual inputs. Team is a collective performance towards goal with positive energy and individual and mutual accountability where the skills of team members are complementary to each other. Teams can make products, provide services, negotiate deals, coordinate projects, offer advice and make decisions. Teams differ in form and


structure. The team composition depends on the ability and personality of team members, allocation of roles and diversity, size of the team and members preference for team work.  

2.4.10 Empowerment

To empower means to invest legally or formally with power i.e. to authorize or license. Empowerment is persuading employees to take total responsibility for their own job satisfaction. The empowerment of employees through releasing their talents and abilities, meeting their inner needs and engaging employees with moral commitment is an essential feature of organisation in the information age. Employee empowerment is one of the important components of shaping a strong work culture in the organisation. It is said to offer those concerned about greater employee commitment to the organisation’s goals and they gain greater job satisfaction through the use of wider range of skills and abilities together with an increased sense of worth. For both, employers and employees, empowerment is said to offer a chance to overcome the wasteful rigidities of traditional disempowering organisations. Empowered employees have sense of belongingness and excitement in their jobs. Their personal capabilities are enhanced in an environment where they are engaged to enhance the scope of their job.

2.4.11 Discipline

Discipline is the soul of any organisation. It indicates that the employees should perform their duties by abiding themselves in the four corners of rules and regulations framed for it. The system is created in such a way that everyone in the organisation should be benefited by it. Discipline maintenance becomes essential for specially the operating staff in railways as their work is actually related to providing services on a

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large scale to public. Smooth running of railways is possible only when the staff and public in general will follow the safety rules and regulatory provisions ordered by the Railway Board.

2.4.12 Performance Appraisal

Appraisal is basically the assessment process. Performance appraisal is any procedure that involves setting work standards, assessing the employee’s actual performance relative to those standards and providing feedback to the employee with the aim of motivating him or her to eliminate performance deficiency.\(^{25}\) Being the service organisation, appraisal plays a vital role in railways, especially related to the operating staff. It is not sufficient to carry out the appraisal activity in the organisation but it is equally necessary to review the appraisal procedure so that it should not become outdated.

2.4.13 Compensation

All forms of financial returns, tangible services and benefits employee receive as part of an employment relationship is compensation. It may be received directly in the form of cash i.e. wages, bonus, incentives or indirectly through services or benefits i.e. pensions, health insurance, vacations etc. Compensation differs according to the designation and experience of an employee. Many times, compensation and talent and skills of person do not have any relationship.\(^{26}\)

2.4.14 Human Relations Management

Railways being the largest employer in the country, there is lot of importance to manage the human resources in the organisation. It is practically very difficult to take all employees along and motivate them to achieve the organisational objectives. The study of human relations plays a vital role here. The hierarchy in the organisation from the highest level to the lowest level demands the maintenance of interpersonal


relationship smooth. It is a study of utilizing the human resources through an understanding of the activities, attitudes, sentiments and interrelationship of people at work.

2.5 Concepts related to Organisational Behaviour

Organisational behaviour and human resource management are the parallel fields of study for work culture. It is a field of study that investigates the impact that individuals, groups and structures have on behaviour within the organization, for the purpose of applying such knowledge towards improving an organization’s effectiveness. Organizational behaviour focuses on how to improve productivity, reduce absenteeism, turnover and deviant work place behaviour and increase job satisfaction. It offers both challenges and opportunities for managers. It offers guidance to managers in creating an ethically healthy work culture. The concepts like values, perception, attitude, teamwork etc. are used in this study.

2.5.1 Organisational Behaviour

Organisation is a man made system formed by and operated through human beings. Human behaviour plays an important role in relation to the existence and functioning of the organisation. An applied field of organisational theory where various principles and concepts are applied on human behaviour for study and investigation is organisational behaviour. It helps in not only understanding human behaviour at work but also devise the ways to make human behaviour more positive and contributory in the pursuit of organisational goals. It seeks to coordinate and integrate individual goals. It is a systematic and multilevel analysis. It is a multidimensional phenomenon.

According to Keith Davis, Organisational behaviour is an academic discipline concerned with understanding and describing human behaviour in an organisational

\[27\text{ Sekaran Uma, } Organisational Behaviour- Text and cases, Tata McGraw Hill, 2010, p 234.\]

\[28\text{ Moshal B. S., Organisational theory and Behaviour- Text and cases, ANE Books Pvt. Ltd., New Delhi, 2005, pp 85-90.}\]
environment. The objectives of organisational behaviour are twofold. On the one hand, it helps in understanding human behaviour at work and factors affecting it.

On the other hand, it also helps in devising ways for making human behaviour more positive and contributory in the pursuit of common goals. Nevertheless, organisational behaviour has many limitations such as frustration among individual members, goal and role conflicts, lack of proper understanding, problem arising out of individual differences etc.

According to Fred Luthhans, organisational behaviour is relatively recent field of study and application. Management today is facing challenges like new workplace, environmental changes, advanced information technology which represents a paradigm shift. It is characterized by new rules, new boundaries and new behaviours that are essential for organisations and managers to be successful. It requires a new perspective and an appreciation of the human behavioural side of management.

2.5.2 Values

Value is a specific mode of conduct or end state of existence which is personally or socially preferable to an opposite mode of conduct. Values tend to be relatively stable and enduring. Values lay the foundation for the understanding of people’s attitude and motivation and also influence the perceptions. They represent basic convictions. Values have both, content and intensity attributes. The content attribute say that a mode of conduct or end state of existence is important. The intensity attribute specifies its importance. Values tend to be relatively stable and enduring. Values lay the foundation for the understanding of attitudes and motivation and influence our perceptions. Value system is a hierarchy based on a ranking of an individual’s values in terms of their intensity. Values are of two types. Terminal value refers to desirable end state of existence. These are the goals that a person would like to achieve during lifetime whereas instrumental values refer to preferable modes of behaviour or means of achieving terminal values.²⁹

Values represent stable long lasting beliefs about what is important. They are evaluative standards that help to define what is right or wrong, good or bad. Terminal values are desired state of existence which is worth striving for. Instrumental values are desirable modes of behaviour that help in achieving the objectives of terminal values. The challenge and reexamination of established work values constitute important cornerstones of the current management revolution all over the world. Values differ across cultures. Cultural values should be considered while understanding the behaviour of people in different countries.

2.5.3 Vision

The organisation must establish a vision of its direction after developing its strategic and cultural values. The vision is the picture of what the organisation will be like at some point in the future. It portrays how the strategic and cultural values will combine to create the future. It synthesizes both the strategic and cultural values as it communicates performance target to its employees. Conventionally the vision is to be established first but practically the values should be decided to make the vision meaningful.30

2.5.4 Perception

Perception is a process of receiving information about and making sense of world around us. It involves which information to notice, how to categorize this information and how to interpret it within the framework of our existing knowledge. It is a unique interpretation of the situation, not an exact recording of it. It is a complex cognitive process that yields a unique picture of the world, which may be quite different from reality. Perception is much broader than sensation. When an individual looks at the target and attempts to interpret, it can be heavily influenced by the personal characteristics of the individual perceiver like attitude, personality, motives, interests, past experiences, expectations etc. Successful managers understand the importance of perception as an influencing factor on behaviour and act accordingly. They are aware of

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perceptual distortions and also know that perceptual differences are likely to exist in any situation. Incorrect perceptions of the world around them may lead to problems to personnel. Managers who fail to read situations properly and act accordingly, develop poor working relationships, are too authoritarian and have conflict with upper management.\textsuperscript{31}

2.5.5 Attitude

Attitudes are beliefs, feelings and action tendencies of an individual or group of individual towards objects, ideas and people. It is a mental state of readiness, learned and organized through experience, exerting a specific influence on person’s response to people, objects and situations with which it is related.

Attitude often helps people adjust to their work environment. Also, people often form and maintain certain attitudes to protect their own self-images. It helps to express the individual’s central values and self-identity, adopt and internalize the values of a group. Attitudes are formed by direct experience with the object, classical conditioning, vicarious learning, family and peer groups, neighborhood and mass communication.\textsuperscript{32}

They are the evaluative statements, favorable or unfavorable concerning objects, people or events. Attitudes are made up of three components- cognitive, affect and behaviour which help us in understanding the complexity and the potential relationship between attitudes and behaviour.

\textsuperscript{31} Ashwathappa K., Organisational Behaviour- Text, Cases, Games, 7\textsuperscript{th} edition, Himalaya Publishing House, 2011, pp 122-129.

2.5.6  Job Satisfaction

It is a pleasurable state resulting from the appraisal of one’s job or job experiences. Employees with high job satisfaction experience positive feelings when they think about their duties and vice versa. Employees are satisfied when their job provides the things that they value. This concept has various angles like pay, promotion, supervision, coworkers and the work. Satisfaction with the work itself reflects employee’s feelings about their actual work tasks, including whether those tasks are challenging, interesting, dull or repetitive. Employees’ job satisfaction is based on the value percept theory. It suggests that employees will be satisfied when they perceive that their job offers the pay, promotion, supervision, coworkers and the work task that they value.33

2.6  Concepts related to Occupational Stress

Railways, being the service provider to the society, have to perform many operative functions. While undertaking this task, the employees have to take many instant decisions which automatically develop the stress amongst them. Hence, the researcher felt the need to incorporate the concepts of stress, role stress, burnout, frustration, coping strategies, grievances and counseling in the study.

2.6.1  Stress

An extra physical and psychological demand of the situation on the personality of an individual is called stress. It is failure of a person to cope with the extra demand, due to lack of resources, energy and other required capabilities results into stress. According to Hen Selye, the medical researcher, “stress is a non-specific response of the body to any demand.”

Schuller R. B. defines stress as a dynamic condition in which an individual is confronted with an opportunity constraint or demand related to what he or she desires and for which outcome is perceived to be both uncertain and important.

It has both positive as well as negative outcomes. If it is at desired level, it may induce an individual to be more efficient, careful and hardworking to cope with the situation, on the other hand, a very high or low level of stress has an adverse impact on the performance of the individual. Many scientific researchers have concluded that some degree of stress is necessary for securing physical as well as mental growth. In the words of cuhen, “People under constant stress behave differently as compared to people who are emotionally well-balanced.”

2.6.2 Role Stress

Role is the description of the mental and emotional interpretation of the work to be done by an employee. Role stress is the outcome of the relationship between the roles in the social system. A role set consists of the persons like boss, subordinates, colleagues, and clients who have different capacities from the role the individual occupies. It is a general term applied to the pressures people feel in life. Stress is inevitable in any kind of job. The emotional and physical conditions of a person get disturbed when the pressure starts surmounting. It results into showing the signs of uneasiness through work performance and health. The person gets a feeling of inability to cope up with the surrounding environment. The internal system of a person continuously tries to cope with the stressful situations which result into chronic health problems. Stress over a prolonged period also leads to degenerative diseases of heart, kidneys, blood veins etc. In this situation, an employee becomes victim of acute moodiness, concentration difficulty and workplace trauma etc.

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2.6.3 Role Conflict

Role conflict is one of the role related stressors. It is the degree of incongruity or incompatibility of expectations associated with a person’s role. It also occurs when an employee’s personal values are incompatible with organizational values. People experience stress when they have two roles that conflict with each other.\textsuperscript{36}

2.6.4 Role Ambiguity

It is a lack of clarity and predictability of the outcome of a person’s behaviour. It produces unclear role perceptions which directly affect job performance. It is also a source of stress in a variety of situations because people are uncertain about task and social expectations.\textsuperscript{37}

2.6.5 Job Burnout

It is the process of emotional exhaustion, cynicism and reduced efficacy resulting from prolonged exposure to stress. It is a complex process that includes the dynamics of stress, coping strategies and stress consequences. Burnout is caused by excessive demand made on people who serve others. It is mainly due to interpersonal or role-related stressors and is most common in helping situations. Cynicism follows emotional exhaustions. It is identified by an indifferent attitude towards work and the treatment of others as objects rather than people.\textsuperscript{38}


2.6.6 Frustration

Any employee has an ultimate goal before him. He works to achieve that. The motivation to achieve this goal is being blocked to prevent him from reaching desired goals. The failure to achieve the goal brings a sense of dissatisfaction to his mind. The failure may be partly or fully but it leaves a sense of helplessness in the person’s mind. Hurdles may appear in the success path. Deviations lead towards slowdowns. This emotional state of the person is described as frustration. It begins to build emotional disorders that interfere with the ability to function effectively.\(^{39}\)

It is a part of daily life. The understanding of nature, causes, cycle, dynamics and solutions should be there so that the superiors will be able to manage the frustrations of employees effectively. It’s not only the immediate superior but the higher level management should take active part in understanding this feeling of employees. Ultimately, the dissatisfaction among employees is the end result of the policies and strategies framed by the top level management. They should listen to the feeling of staff, share it, help them accept the reality and develop the alternatives to solve the problems. This feeling of frustration is mixture of working as well as personal matters. Hence, it is very important to understand the actual reason behind it. It is one of the major causes of stress. Non achievement of the professional goals leads to frustration.

2.6.7 Coping With Stress

Stress as a common problem with many individuals working in the organization affects their quality of life. It also has a serious impact on functioning of the organization. Any individual when comes across stress, reacts in many unexpected ways. Some of them cope up with it while some get victimized. But any individual cannot remain in a stressful situation for long. He finds his own way out to bare the stress. The word coping is mainly used in two senses. General sense is ways of dealing with stress and the sense of an effort is to master the conditions of harm, threat or challenge. It becomes necessary for the employees and the organization to develop suitable strategies in time to maintain stress at moderate level. Generally, effective

coping strategies are to confront the problem of stress as a challenge and to increase one’s capacity of dealing with it. Time management is one of the effective tools to overcome the causes of stress like pressure of daily activities or a busy work schedule etc. The social and emotional support given to a person can help him cope with stress effectively. Social support includes both material support and emotional support. Increasing physical and mental preparedness for coping is the best strategy. Strong relationships, meditation, proper diet, creative diversions, role efficacy and job satisfaction are some of the effective strategies.

Organisational strategies to cope with the stress can be job redesigning, communication network, supportive supervision, participative decision making, better organizational culture and teamwork. The organization is viewed as a family to which workers frequently make life-long commitments as they see the organisation as an extension of their own family. Team spirit can be created among employees and the culture of the organization is improved to make work situations less stressful and comfortable.40

2.6.8 Work Life Balance

The increasing load of work leads to insufficient time for its completion. It also consumes the individual’s personal and family time. This concept of work life balance is a recent concept. It aroused out of increasing burden of work in the organization and hence insufficient time with one’s life. An employee works mainly for his family and the ultimate intension is to spend some quality time with his family members and take care of them. Balancing the work and other aspects of life is the ultimate intension of an employee. Spending majority of the time at work place leaves an employee emotionally exhausted. He needs his family around to feel safe and sure while working. Hence, this concept should be very much taken care by the management of any organization.41


2.6.9 Grievance System

Grievance is any discontent or dissatisfaction with regard to any aspect of the organisation. It is initially in the form of complaint but when the complaint remains unattended and the employee concerned feels a sense of lack of justice, that dissatisfaction grows and takes the form of grievance.

The International Labour Organization defines grievance as, “Grievance is a complaint of one or more workers in respect of wages, allowances, and conditions of work and interpretation of service stipulations covering such areas as overtime, leave, transfer, promotion, seniority, job assignment and termination of services.” Grievances in railways can be said to exist because of formal and long bureaucratic procedures between superior and subordinates.

One of the effective methods of reducing stress is having an established and well organized grievance system in the organization. A grievance put forth by the employee shows that he is not satisfied with the happenings in the institution or rather with the interpersonal relations.\(^\text{42}\) There may be any reason of discontent like nature of job, work environment, superior subordinate relationship etc. The unresolved disputes of individual result into collective disputes. Slowly and gradually, it starts polluting the organizational environment and peace.

2.6.10 Counseling

Counseling is mainly related to the emotional care of a dissatisfied employee. It has more of an emotional content than practical one. It is considered as the basic or primary step to help employee, cope with the stress. It provides psychological support to the employee. It is an act of communication and seeks to improve employee’s mental health. The counselor and counselee are the two parties in the discussion. After listening to the grievances of employees, the counselor decides his action plan and accordingly

tries to explain the counselee. It is more human way of handling employee’s problems. Counseling not only helps in solving problems but also boosts the self-confidence of an employee which ultimately results into better work performance. It can be done by either a professional or nonprofessional counselor. It is usually a confidential process so that the employee feels free to talk openly about his problems. It is always advisable to do counseling by the immediate superior as it improves the bond between superior and subordinate. Generally any employee has most of the complaints against his immediate superior hence a healthy discussion between them solves most of the problems. Emotions of an employee play a major role in this process. The basic purpose of counseling is to make the employee feel emotionally secure and have proper control on his work.

2.7 Conclusion

The concepts explained in the above chapter are the ideas related to various facets of work culture. Human resource management and organizational behaviour are the prominent fields which play a crucial role in deciding the work culture in any organization. The concepts which affect the work culture of Railways directly or indirectly are explained in this chapter by the researcher. These concepts will play a major role in understanding the subsequent chapters. The researcher has tried to explain these concepts from the commercial as well as human resource angle. It also contains a part of psychology as human resource management cannot be separated from the psychological and behavioural aspects of human life. However any concept cannot be objective because it is directly related to the changing environment of the organization.