Chapter 3

Review of Literature

3.1 Introduction

Literature is the related material available to the topic of the study. To understand the scope of the research topic, it is necessary to understand the research already done by others. Books, journals, periodicals, magazines, research and newspaper articles are studied by the researcher to grasp the reach of the area of study. Indian Railways is run by separate Ministry at national level in the form of public service institution. Comparatively very less research has been done related to this eminent mode of transport. The public image of railways is brought forward by various authors and researchers through their articles and critical research but unfortunately the dramatic challenges faced by the railway staff is still a neglected area of study. It is essential that some light is to be thrown on the problems and difficulties faced by the railway staff, especially the operating staff who works actually on the tracks.

The researcher has divided the literature under the following broad heads.

3.2 Review of literature related to work culture

3.3 Review of literature related to Indian Railways

3.4 Review of literature related to human resource management in Indian Railways

3.5 Review of literature relating to work culture in Indian Railways

3.6 Review of literature relating to challenges in Indian Railways

3.7 Review of literature related to women in Indian Railways

3.8 Review of newspaper articles related to work culture in Indian Railways

3.9 Conclusion
3.2 Review of Literature related to Work Culture

Gupta S. C. has rightly stated, organisation culture and the management of an organisation are closely related to each other. These two reinforce and supplement each other. Managers of the organisations use managerial practices for mobilizing and utilizing resources. The degree of efficiency and effectiveness of management practices depends on the type of culture going around in the organisation. On the one hand, strong work culture facilitates and contributes to a higher degree of efficiency and performance of management functions. Similarly, good governance or management and its basic philosophy become a part of organisation culture. It determines the way the management functions to be performed.

Wilton Nick has a different approach towards concept of work culture. It is a mechanism by which the organisation can improve the productivity via an emphasis on values which are congruent with what is needed by customers and clients of the organisation. Another way culture might influence productivity is via strategy. Organisations today typically have a mission statement or strategic plan document which provides a blue print for their operations. In addition to positive influences on organisation success, Robbins et al noted that there can be potentially dysfunctional influences on organisation culture, especially if the culture is strong. He identified three ways in which culture might be a liability for the organisation, as a barrier to change- if the shared values are not consistent with developing the organisation to enhance its effectiveness, as a barrier to diversity- which can occur particularly as a strong culture which puts pressure on individuals to confirm to an existing set of values and norms and as a barrier to mergers and takeovers- cultural incompatibility between the merging companies, can create significant difficulties and hindrances in the merger process.

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According to Ken Hultman, Bill Gellerman and Jossey Bass\textsuperscript{3}, the idea of viewing organisation as a culture—where there is a system of shared meaning among members—is a relatively recent phenomenon. Until the mid 1980’s organisations were, for the most part, simply thought of as rational means by which to coordinate and control a group of people, they have various departments, authority relationships, personalities like individuals. Each organisation has a unique feeling and character beyond its structural characteristics. Organisational theorists now acknowledge this by recognizing the important role that culture plays in the lives of the organisation members. The origin of culture as an independent variable affecting an employee’s attitude and behaviour can be traced back more than fifty years ago to the notion of institutionalization.

A strong organisational culture increases behavioural consistency. It can act as a substitute for formalization. The role of culture in influencing employee behaviour appears to be increasingly important in today’s workplace. As organisation has widened span of control, flattened structures, introduced teams, reduced formalization and empowered employees, the shared meaning provided by a strong culture ensures that everyone is pointed in the same direction.

Talking about organisational culture, Dave Ulrich\textsuperscript{4} states that organisational culture is a pattern of basic assumptions those are taught to the new personnel as the correct way to perceive, think and act on day to day basis. A culture typically is created by a founder or a top level manager who forms a core group that shares a common vision. This group acts in concert to create cultural values, norms and climate necessary to carry on this vision. There can be a dominant culture but also a number of sub cultures. A dominant culture is a set of core values that can be shared by a majority of the organisation’s members. A sub culture is a set of values shared by a small percentage of the organisation’s members.


Rudani states organisational culture in a different way. It brings uniformity and conformity necessary for integrated efforts. It gives a unique identity to the organisation and its members. Sound culture improves organisational effectiveness. Culture implants in its members the useful virtues such as regularity, commitment, loyalty, persistence, sense of belongingness, orientation and comprehensiveness.

Organisational culture may also turn into a liability when it doesn’t permit organisation to adjust with environmental changes and challenges. Strong culture restricts the entry of useful norms and practices. Rigid culture makes the whole organisation obsolete. Strong close cultural values deprive the organisation of attractive opportunities.

Ashwathappa K. with his expertise in organisational culture says that an organisation culture forms in response to two major challenges that confront every organisation i.e.

1. External adaptation and survival
2. Internal integration

External adaptation and survival involves issues like mission, strategy, goals, means and measurement whereas internal integration is concerned with establishment and maintenance of effective working relationships among the members of an organisation like language and concept, group and team boundaries, power and statuses, reward and punishment.

Beauregard T. Alexandra has analysed a model which has mediated and moderated relationships to investigate direct and indirect routes. It decides the possibility of affecting employee well-being through work-home culture. The observation by the

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author says that supportive work culture is significantly associated with lower levels of psychosomatic strains among employees. Different types of support demonstrate different effects for men and for women. Women’s wellbeing is highly dependent on managerial support. Men’s work life gets highly affected by the duration of work. According to the author, managers should focus more on actual work output rather than present time of an employee in the organisation. Flexible work practice, family-friendly relatives can improve positive attitude towards employees. Performance appraisal process should be supported by more attention on output and recognizing the contribution of an employee in terms of his absent colleagues’ workload. Rising number of dual income families raises opportunities for multiple role clashes with one another. The negative effect of it is increased absenteeism and decreased job performance in terms of an organisation. It also reduces life satisfaction and increases physical and psychological problems and strains in terms of an individual.

Angeli Santos, Hayward Timothy, Hazel Melanie Ramos⁸ explore whether the congruence between individual work and personal goals and organisational culture predict employee well-being or whether goals and culture independently predict well being among staff. Organisation culture is constructed through management practice and relationship at work. It also depends on environment and control, demand and expectation dimensions. Personal goals facilitated through work are positively related to job satisfaction and negatively related to emotional exhaustion according to research. An understanding of organisational culture is crucial as it creates the outline for the work profiles of employees.

Burton, Laura J., Peachey, Jon Welty⁹ have focused on the mediating effect of group and developmental organisational culture types on the relationship between transformational leadership and three variables viz. organisational commitment, turnover

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intentions and job search behaviour. They concluded that group culture partially mediates the relationship between transformational leadership and effective organisational commitment but has no influence on turnover intentions and job search behaviour. The findings of the study are contributing to the understanding of the important mediating role of organisation culture on the relationship between transformational leadership and the variables.

Huhtala Mari\textsuperscript{10} describes the increasing importance of ethics in business. According to her research, ethical organisational culture has received growing interest in business ethics research. It has been recognized that besides ‘getting the job done’, it is also important how it gets done and that valuing ethical practices can be a significant asset to the organisation. It is also important to acknowledge that even good employees can make unethical choices if their environment does not emphasize ethical values and pressures them to fulfill short-term financial goals at any cost. When ethical values and practices are implemented in the organisation, employees feel engaged and committed to the organisation, and they feel less pressure to compromise the organisation’s standards. Ethical culture plays an important role in directing organisational behaviour and can influence employees’ self-set aspirations within the work context i.e. personal work goals as it is proposed in this study. The objective was to study how ethical organisational culture is related to managers’ personal work goals. Drawing from research literature on ethical culture and personal goals, it was examined that how the existence of normative ethical virtues in an organisation is associated with the contents of personal work goals. As we already know, ethical culture plays a significant role in supporting wellbeing at work. Promoting ethical virtues in an organisation is associated with lower ethical strain, lower emotional exhaustion.

Harvard Business Review on culture and change\textsuperscript{11} contains research articles by various authors focusing on different aspects of organisational culture like resistance to change by employees, change in work culture, transformation management, need for


change in work culture and also controlling negative aspects of work culture. According to Robert Kegan and Lisa Laskow Lahey in their article ‘The real reason people won’t change’, helping people overcome their limitations to become more successful at work is at the very heart of effective management. Donald N. sull in his article ‘Why good companies go bad’ describes the dynamics of failure of an organisation through the four hallmarks of an Active Inertia as strategic frames become blinders, processes harden into routines, relationships become shackles and values harden into dogmas. Katherine Hudson has explained six principles to transform a conservative company into a fun culture i.e. promoting an open, collaborative and trusting can-do atmosphere in the company. Bernick says about the cultural change that one need to be passionate towards cultural change and its honest attempt. Ram Charan gives guidelines about how an effective manager should be. According to him, it’s not enough for a manager to say he is assessing, reviewing or analyzing a problem. These are not the words of someone who is acting. The articles in this journal throw light on various aspects of organisation culture.

3.3 Review of Literature related to Indian Railways

Khosla G. S.\textsuperscript{12} described the nature of railway management and its functional aspects which helped the researcher to understand the values and systems in this organisation. According to him, railway management is subject to multi-directional accountability. Its main function is that of a public utility which makes it accountable to society at large. It is at the same time, a commercial undertaking and therefore accountable to government for its financial soundness without which it cannot survive for long as a public utility. As a public sector undertaking, employing the largest work force, it is accountable, as a model employer and a pace setter to a very important and sensitive sector of the community, that is organized labour. Having no penal powers, it differs from the other public service agencies, such as police and customs. The accountability of railway management in the three directions mentioned above is not free from contradictions, whether it should charge the public more or resist labour’s demand for

better wages to preserve its financial soundness; whether it should sacrifice its financial viability to retain the goodwill of the public and contentment of its employees; whether it should surrender its position as model employer to provide better amenities for users without incurring loss. These are the questions faced by the railway managers who are accountable to labour, to government, to trade and industry, to public at large, to the press and above all to Parliament.

Laura Bear’s book ‘Lines of the Nation’ makes a rich and sophisticated contribution to the growing scholarship on the Indian railways. Her ethno historical study focuses on the Eastern Railway that spanned Bengal and Bihar, the oldest line in India and one of its most heavily traveled. The labour force of this railway, like those of other rail networks in India, was staffed disproportionately by Anglo-Indians. These people, Bear argues, became a specially created “caste” within Indian society, one that bore uneasily the division between the rulers and the ruled and that was explicitly tied to the colonial enterprise and embedded in its bureaucracy. Apart from being mere cogs in the machinery of the colonial state, Anglo-Indian railways workers and their families lived in separate special “railway colonies” and came to be defined in the most intimate and lasting ways by colonial concepts of racial, social, and occupational pedigree and class stratification. These combined with their own evolving self-definitions, both as individuals and as a community, based on notions of jati (caste, broadly conceived), kinship, and lineage, as well as on their role within the railway bureaucracy and their relationship with its management elite. Bear’s approach to her subject is a challenge to the traditional and primitive history of the Indian railway. It has presented railways primarily as the chief means of introducing India to the forces of industrial capitalism and creating its first modern labour force. Instead, her focus is on the more fluid and dynamic “moral universe” of the railways beyond its institutional, economic, or political dimensions.

Gera Roya Anjali\(^{14}\) in her article about the railway colonies writes about Kharagpur. The majority of Indians would have a hard time locating towns with weird names on the Indian map that signified adventure and British rule. Kharagpur is one such colonial railway town whose history has been overwritten by one of the ‘temples’ of the postcolonial nation state, the prestigious Indian Institute of Technology. But Kharagpur, about 110 km away from Kolkata, is remembered as home in Anglo-Indian memory and finds a mention in histories and fiction dealing with the Anglo-Indian community. Senior residents of Kharagpur recollect these memories of a vibrant Anglo-Indian community thriving in Kharagpur until the early 1960s. Little remains of that remembered past in the Anglo-Indian neighborhoods where about 200 Anglo-Indian individuals struggle to resettle in the new constitutional and social space comprising independent India. Yet, the nostalgia of the Kharagpur Diasporas produces it as an idyllic colonial outpost with a quintessential Raj lifestyle. Through examining the narratives and histories of the Kharagpur Epic, this article complicates the way that the remembered railway town is produced as home by the community displaced by the new dynamics of rule in independent India.

Trivedi Chetankumar N.\(^{15}\) had undertaken a very interesting study about the literature written by various authors and its relevance in today’s situation. Indian Railways, the premier transport organization of the country, is the largest rail network in Asia and world’s second largest under one management. This has fascinated many writers to describe Indian railways in their works at length. Writers like Rudyard Kipling, Khushvunt Singh and Mahatma Gandhi have described Indian railways in their works. Ruskin Bond’s abiding fascinations is the Indian Railway system, particularly the noise, the cacophony and the unique culture that each railway station seems to spontaneously generate and sustain. Bond has described Indian Railways in detail through his novels and short stories. He had a vibrant fascination for Indian Railways since his childhood and used to visit railway station frequently. In the research paper, the writer is interested


to study Indian railway, its significance and its present day relevance depicted by Bond. He has also discussed what Bond symbolizes through the description of overcrowded railway compartment of Indian Railway and how Bond represents India through the description of Indian Railway, how hard is to travel in ordinary compartment and how Bond shows unity in diversity of India through railways.

In a significant development, Indian Railways joined hands with China to increase speed in its existing rail network, modernize stations and enhance mutual cooperation. Prime Minister Narendra Modi and Chinese President Xi Jinping signed total 12 memorandum of understanding including cooperation in rail sector. The Memorandum of Understanding signed by Chairman Railway Board Arunendra Kumar and Administrator of China’s National Railway Administration Lu Dongfu also envisages heavy-haul transportation training of Indian Railway Personnel, re-development of railway stations and setting up of Railway University. For training in heavy-haul transportation, the two sides have agreed upon a programme for batches of 20 trainees for two- three weeks and a total of five batches with a maximum of three training programmes in a year. There will be emphasize on on-site training, covering operational and maintenance facilities, monitoring systems and traffic control.16

Mann Hanuv, Kumar Uma, Mann Inder Jit Singh and Das Suchito Kumar 17 through their research paper attempt to encapsulate the history, traditions, current approaches and future prospects of the Indian Railways based on the organizational structure. The paper begins with a brief description of the history, organizational structure, functioning and the prevailing organizational culture. The changes faced by the organization in the past, those currently faced by it and the changes expected in the future are described and analysed based on field sources and theory. The current organizational situation is evaluated and suggestions based on literary sources are integrated. In a secondary analysis of proposed

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16 China to help with high speed trains, Rail Bandhu, Ministry of Railways, Oct, 2014.
organizational restructuring, each of the participant change forces is scrutinized in terms of relevance and intensity.

The paper identifies the predominant change-oriented issue of organizational restructuring based on the strong bureaucratic organizational culture of the Indian Railways. It suggests a number of changes including changing the management style to create potential for future technological advancement. In its conclusion, the paper enumerates relevant factors to consider as the foundation for the creation of a plan for future action.

The recommendations provided by the paper find direct application for managers in the Indian Railways while planning future change. The paper also provides a launch-pad for future exploratory research; specifically, into the functioning of the Indian Railways and generally, into bureaucratic organizations in developing countries and how they deal with change in a technologically-oriented world.

The Rail Ministry was awarded with ‘Indira Gandhi Rajbhasha Purskar’ for the year 2012-13 by the Home Ministry of India. Railway Minister Mr. Arunendra Kumar accepted this award from the President of India, shri. Pranab Mukharjee. This award is an example of loyalty of Indian Railway employees towards nation building.\(^{18}\)

### 3.4 Review of Literature related to Human Resource Management in Indian Railways

Organisations cannot afford to waste the potential of their workforce. There are various crucial factors that affect employee’s productivity. It also affects the morale and motivation positively and negatively. Today, the organisations are giving prime importance to these factors which were previously ignored by the management. Employee engagement is the key issue in present work environment. Simultaneously, the

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work life aspects of the employees are also to be taken care of. The researcher has classified the literature available on human resource related aspects of Indian Railways into various factors.

3.4.1 Literature related to Employment Terms and Conditions

Mishra Vimal\textsuperscript{19} describes the making of railways in India. He has given the example of the efficiency and skills of Indian laborers. Thirty thousand Indians had to sacrifice their life in making of railway lines in India. Ten thousand laborers made it possible to complete this daunting task within the specified period of time and the expenditure incurred was less twenty percent than the fixed one. It shows the devotion of Indians towards completion of particular task. The writer has thrown light on the discriminatory remuneration and exploitation of Indian workers. The laborers used to get the remuneration on the basis of the sand baskets they used to carry for construction purpose. Male laborers used to get ‘one Ana’ for eighty sand baskets whereas female laborers used to get only half of it. The colonial British culture has left a very strong impact on the Indian administration. The roots of gender wise discrimination in payment of salaries lie in this example.

Prasad Amba\textsuperscript{20} highlighted the discrimination about the employment terms and conditions in Railways during the early years of twentieth century. The Indian employees complained that particular grades of railway services were preserved, in practice if not in rule, for Anglo Indians and Europeans and that other Indians seeking employment of that type had to enter at the lower pay. The principle of equal pay for equal work was denied. In promotions also the Anglo-Indians received a partial treatment. As regards other amenities, namely, housing and medical relief, the education of children, admission to Institutes, use of fine funds, it was urged that the Europeans and Anglo-Indians were favored.

During British rule in India the booking of tickets was done by two types of clerks viz. the resident clerk and the travelling clerk, the later getting the higher salary. The


stations with heavy traffic were provided with resident clerks while the areas where traffic was less were manned by travelling clerks. The salary of a native clerk was about Rs. 20 to 25 per month whereas the salary of European was Rs. 70 per month. It clearly shows the condition of railway employees during the rising phase of Indian Railway.

During the 19th century a good handwriting was a great asset especially amongst the clerical and supervisory staff. Higher salaries were given to the people with good handwriting. Mr. Deenanath Kashinath was the first Indian employed in the GIP Railway because his handwriting was good and he had the knowledge of accounts. He used to get the salary of Rs. 30 per month while Mr. Smith a European book keeper who was appointed during that time was given Rs. 70 per month.

Rail Minister Shri. Pawan Kumar Bansal presented the rail budget on 26th Feb, 2013 for the financial year 2013-14, in which he declared certain provisions related to the employees of Indian Railway.²¹ He emphasized in his speech on the active and strong bonding between the railway management and the employee unions. He expected that the smooth and friendly work culture will continue the tradition of Indian railways. He is proud to be the leader of 14 lakh railway employees who are the real assets for the institution. Certain welfare measures were announced by him for his employees during the budget. They were as follows-

1. The united attempt will be done to fill 1.52 lakh vacant posts for which there are 2.2 crore applications have been received. It shows the popularity of Indian Railways as the most desired employer.
2. Provisions to be made for the sufficient funds for improving the conditions of railway quarters and also fund of Rs. 300 crore is allocated for this purpose which is 50 percent more as compared to last year.
3. Provisions to be made for loco-pilots for better working conditions by providing water closets and air conditioners in locomotive cabs.

Khosla G. S. discussed about the problem that has worried railway management is the mode of payment to running staff. The basis of payment is the hours spent on the road. This creates among such staff a disincentive to speed up movement of trains, particularly goods train. The speed of goods train on Indian Railways is slow. This is also one of the reasons for long hours spent by running staff on duty, which was criticized sharply by the Railway Accidents Committee, 1962. Payment for overtime is linked with the performance. The payments are made as per the working conditions in different parts of the railway system and forms the basis for an efficient performance allowance for running staff working goods trains.

Chaudhay Asiya and Iqbal Roohi studied effect of welfare measures on employee’s satisfaction in Indian Railways. Employees’ welfare is a major concept in the modern commercial world. Technical development has not reduced the importance of labour in the industry. Employees are the major factor of production which can actively utilize other factors in the production process. The main aim of the employees’ welfare is to establish and maintain relationship at all levels of management by giving satisfactory conditions of employment, and also provide fairly for their requirement. Industry look at employee welfare from four different angles i.e. humanity, efficiency, better citizen and economic position. All the activities of industrial welfare aim at these four goals. The Railways have done a lot in respect of providing welfare facilities for their staff. This paper shows the clear picture of satisfaction level of Railways employees through statistical tools.

As Indian Railways is stressing towards improvement in quality and productivity, the Personnel Department of Indian Railways aims to play a critical role in building Railway as an efficient, responsive organization by recruiting ideal people, training them to face the challenges of the future, and serving the employees with dedication and commitment. In consonance with the ideals of a welfare state, the Railways have been

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pursuing a policy of progressively improving the working and living condition of their workers. Indian Railway’s welfare schemes cover a wide spectrum of activities in areas of education, Medicare, housing, sports, recreation and catering.

After analyzing the whole situation the researcher concludes that the Employees’ welfare schemes are not sufficient for the employees of the Indian Railways though there was a huge increase in the staff benefit fund but it was not utilized properly. The researcher reached to this conclusion after thorough study of all the aspects of Employees’ welfare which have been covered in this paper that inadequacy of financial resources is one important reasons pointed out by the railway administration in opposing the demand of extension of employees’ benefits and services. But it is true say that the Indian Railway has been doing more and more favor to the public in comparison to the other industries.

The following suggestions and recommendation being preferred by the researchers based on the finding of the study are worth considering:

1. Co-operative housing societies should be formed for the railway workers to solve their problem of housing accommodation. The workers not covered under the scheme so far should also be covered. The railway administration should encourage these type of welfare activities.
2. There is a need to further improve these facilities by way of having modern equipments in the hospital and clinics and by providing quality medicine in these hospitals and clinic of Indian Railways.
3. Training programmes also need a lot of improvement. The Indian Railways should focus on human resources development programme for enhancing the competitiveness of the railway organizations in the context of internal and external changes in the environment. Basic infrastructural facilities should be improved to provide better structural training programmes. There should be opportunities created to encourage the learning environment for the mental growth of employees.

The most striking finding of the study is that the Indian Railways is found to be biased in its approach toward implementation of welfare measures in different zones or
regions differently. The Indian Railways should have balanced approach in this regard, equal and due opportunity should be accorded to the employees of the corporation irrespective of the zonal and regional basis.

3.4.2 Literature related to Training

In the recent past, induction-training programme have become the vital area of concern for all the organizations. Induction training is the initial training given to new employees. The first impression is very vital, when new employee join the organization. The initial interaction and relationship the organization has with the new employee is very important to decide upon the future accomplishment and responsibility in the later period. Training is the systematic procedure by which an employee enhances the knowledge and skills for doing a particular job. It means the training is the intended and organized activity to impart skills, knowledge and technology with a systematic methodology which is very vital to the employees.

3.4.3 Literature related to Promotion Policies

Manohar C. P. rightly says that promotion is a systematic means of finding and inducing available candidates to apply to the company for employment. The promotions from within is a widely accepted and long established policy in many organizations. All large as well as small firms adopt this policy primarily. There is no need to formulate such formal policy in the organisation as it is quite an implied thing for the management. Even when no such policy has been formally stated, practice often indicates its general acceptance. There are versatile norms to be considered for internal promotions in the organisation. Seniority and merit are the two important norms to be fulfilled. At the same time the personal behaviour, attendance of an employee is equally important. His past performance and interaction with peers should be duly weighed. Trade unions come into action only when an employee is done an injustice in case of his promotion. The unions


cannot fight for the employee even recommends him when he is not fitting into any of the promotion criteria.

### 3.4.4 Literature related to Performance Appraisal

Pal Sandhya\(^\text{26}\) has drawn attention to performance appraisal aspect through her research paper. Performance appraisal as a strategy for human resource management draws the attention of authorities. Service industry is growing in its importance day by day. The need of human resource in such industries is quite high than manufacturing industries. The organisation becomes successful only with the continuous efforts by its employees. An effective performance appraisal system links these efforts to the aim of the organisation and motivates them. Indian Railways follow an annual performance appraisal system. This study found that the present appraisal system is under the influence of seven types of errors like leniency error, halo error, central tendency error etc. This is studied that most of the raters commit central tendency error, as a result poor performers are neither punished nor corrective action is taken against them. On the other hand most of the efficient performers are also not awarded. According to the author, such a situation may create an illusion in the mind of the ratees about the purpose of the appraisal system. Hence the system should be developed in such a way so that poor performers and efficient performers can be distinguished properly and necessary action can also to be taken based on the appraisal report. Otherwise it will be treated as a routine work by the participants. Any kind of negativity should not be developed in the minds of employees through the performance appraisal system. It will bring down his morale drastically and the overall performance of organisation will go down.

The research further suggested that relative performance standard should be avoided which acts as a hindrance to assure quality output by discriminating between the poor performers and skilled performers. It also tends to pit workers against each other, impairing the effective team work and cooperation. Absolute standards should be fixed which should provide goals for individuals and without worrying the employees about

their competitive position in respect of their peers. Proper training in impartial treatment to all the ratees involved directly or indirectly in the appraisal is needed to overcome the problems regarding the rater's biases, subjectivity, leniency, error of strictness and inconsistent rating. Such training should aim at clarifying the purpose of appraisal, developing common understanding about the processes, the norms and the dimensions of performance appraisal. Besides, training should develop a culture of openness and trust to facilitate feedback and post-performance appraisal review, if necessary. Training should clarify the weight should be given to each behaviour when combining them to determine a final evaluation. Before raters are asked to observe and evaluate the performance of others, they should be allowed to discuss the performance dimensions on which they will be rating. Though it is necessary in a performance appraisal context, that both positive and negative information will have evaluative implications and it is not known which will be perceived as most meaningful or which is most likely to be retrieved during recall. As the appraisal system is a year-end exercise in Indian Railways the time gap between the performance and the evaluation may also influence raters’ memory and acts as a hindrance to evaluate each employee’s performance more accurately. Employees’ performance should be a continuous process in the organization. Therefore it is needed that the performance of the employees should be monitored on a timely basis rather once a year. This will ensure the continuous improvement of performance of the employees; help to identify the gap between the actual performance and standard performance; help to identify the opportunities that can assist employees with unfamiliar task or challenges; help to identify the difficulties in advance to achieve the existing standard; help to collect data relating employees’ performance for documentation at the time of final appraisal.

The author opines that the time gap in an annual performance appraisal system in Indian Railways between the actual performance and the evaluation time often become responsible for the recency errors. The recency effect means letting a recent act of the employee to blind the rater to what the ratees’ performance has been over the years. This is suggested that the perennial evaluation is needed based on the whole year performance of the employees. The evaluation of performance by the raters based on selective memory can be eliminated by reducing the time gap between the performance and the evaluation.
Hence the organization may take initiative to perform the reviews on a more frequent basis.

The researcher further states that attitude of the raters is an important issue in the success of the Performance Appraisal System. The high prevalence of central tendency error may occur due to the raters’ belief that the appraisal is waste of time, as the pay structure is not directly linked with the performance level and in most of the cases they are not fully aware of the performance of their subordinates. Moreover to avoid conflicts with subordinates and also evade the burden of accountability to explain the reason for giving below average grade they usually prefer to give a middle level grade thus central tendency error occurs. Proper training to the raters about the appraisal purpose can reduce this error. As the performance appraisal provides vital input in times of promotion and gives a feedback about actual performance of the employees the raters should differentiate the employees based on their actual performance.

In addition, this study also suggested that Indian Railways must develop a sound procedure for the execution of Performance Appraisal System. Organizations must provide leadership from above. Middle and lower level managers cannot be expected to provide accurate ratings if intentional inaccuracy is practiced higher in the organization. The organization should also arrange for audit of performance appraisal procedure to ensure the accuracy of information gathered to evaluate the performance. Though Indian Railways is one of the largest public sector organizations, the study based on limited number of respondents will provide a direction to the future researcher to study the reasons of such errors in other zones of Indian Railways as well as other public sector organizations and to find way of increasing the effectiveness of Performance Appraisal System.

Negi Karan Singh\textsuperscript{27} presented through his research paper the results of a comparative study of workplace performance management through performance

appraisal systems in three large major government owned commercial organizations of India viz. Oil and Natural Gas Corporation Ltd; Steel Authority of India Ltd and Indian Railways. He has highlighted the common characteristics of the performance appraisal system in these three government owned organisations. There is a well-defined and periodic performance appraisal process, which has minor variations in these large public sector commercial organizations. The results of these are used for performance management. It brings out various aspects of the workplace performance of the employee and helps in improving their performance. Workplace evaluation, rotation, training and re-assignment, if required are brought out through the performance appraisal system. The management uses the inputs of this process to form workplace performance management, though it is clear that there is scope for improvement. There is a need of transparency and employee participation in this process to make it more effective and result oriented.

3.4.5 Literature related to Quality of Work Life

Chaudhary Asiya and Iqbal Roohi\textsuperscript{28} had undertaken the empirical survey on effect of welfare measures on employee’s satisfaction in Indian Railways. The study throws the light on the importance of employee welfare in development and improvement in the productivity of Indian Railways. The railways have done a lot in respect of providing welfare facilities for their staff. The personnel department of Indian Railways aims to play a critical role in building railway as an efficient and responsive organisation by recruiting ideal people, training them to face the challenges of the future and serving the customers with dedication and commitment. Indian Railway welfare schemes cover a wide spectrum of activities in the area of education, medical, housing, sports, recreation and catering. Still, the survey reveals that the employee’s welfare schemes are not sufficient for the employees of Indian Railways. Inadequacy of financial resources is one important reason pointed out by railway administration in opposing the demand of extension of employee’s benefits. The railways have been disbursing the social burden at

the cost of their own employees. Hence it was suggested that the railways may minimize the cost of social burden and government can subsidies the social cost.

Parmar Paresh undertook the study of station masters in Baroda Division. Today network of Indian Railways is first in Asian Continent; Indian Railways gives maximum chances for employment. Indian Railways serves 24x7 without any rest. There are more than 10,000 Railway Stations in India. There are 200 railway stations in Gujarat and in Baroda Division approx 85 railway stations. There are 650 railway station masters in Baroda Division.

Personality and family relations are affected due the duty these station masters maintain in various railway stations. Several family and service relating problems arise.

If we see family problems of station masters working of railway stations, they fail in fulfilling needs and desires of wives in relation with husband-family relation.

1. Station masters employ shift duty from 6-00 a.m. to 2-00 p.m., 2-00 p.m. to 10-00 p.m. and 10-00 p.m. to 8-00 a.m. Their holiday is not fixed. So when station master have holiday they cannot enjoy with wife or children. Hence children feel that their father could not give time for their family. In the present study 40 station masters could not live with their family on holidays or on festival day and children pass their time without their observation or control.

2. Being their job as an emergency service they could not remain present during social dealings like marriage, visit to hospital when someone is sick or to remain present at morning of death of relatives. So friction arises between husband and wife sometimes. In the present study 45 station masters victimized of such friction among family difference of opinion arise between husband and wife.

3. They have to remain present on job at the time of natural calamity like flood, earthquake or railway accident. They had to go compulsorily leaving their wife and children alone 48 station masters suffer from this problem moreover, they have to do

Problems regarding Job:

1. Problems of education and health arise for their children when their posting happen at small railway stations. They have to send their children of nearby city/town. They have carried their relatives at urban hospital during their sickness. Education and health regarding facilities cannot be available at small railway station. 30 station masters experience this problem.

2. Problem of their residence/quarter arises when their posting happens at small railway station. Sometimes, Railway station is 1 km. away from village they have to face wild insects where they live in quarters. Sometimes snakes and scorpions come in their quarters. This problem was arrived for 35 station masters in the present study.

3. They have to go 1 km walking to send message when problem arises in signaling or mechanical/electrical problem in engine. 45 men experience these problems.

4. Main problem of station masters working at railway station is of problem of passengers who up and down daily from that railway station. They quarrel with them regarding light, drinking water, facility of fans, irregularity of trains etc. Sometimes they feel fatigue by answering them frequently. 40 station masters, victimized by these problems in the present study.

5. Job of station masters working at railway station is unfavorable (against nature). They have to live awakened at sleeping time of night. Hence effect happens on their personality. They become introvert and devised, they are victimized of diseases like hyper tension, B.P., Diabetes etc. 45 station masters are victimized of this problem.

6. Problem of station masters who come from out state is that, they have take leave for fifteen day for work of one day at their native place. They can go and meet once is six months. They cannot go to their nature place when caused circumstances arise. They cannot get leave and reservation. So family problems arise. One respondent from Bihar told that, he could not remain present when his relative was expired. 20 station masters are victimized of this problem.

7. Station masters serving in railway station experience problem regarding to their salary. They do their full duty but earn less salary in proportion to their work. Their
pay scales are too low.

Drivers and Guard get special safety allowance by 30% of their salary, but this benefit is not given to station masters.

8. Station masters’ constant worry to finish work, this worry always remains in their mind and experience tense in their life. 48 station masters are victimized of this problem.

9. While giving salary to station masters their duty is compared with telecom, signaling, carriage and loco staff for eight hours which is not fair because station master have to work at night with full concentration.

   Service of station masters working in railway station is an emergency service. Due this service their personality and family relation are affected. To solve this problem, following suggestions can be made.

10. Station masters have to do night duty, which is against nature. They have to work night duty for seven hours. So they cannot get rest their physical schedule get disturbed. They victimized of serious diseases like, Blood pressure, diabetes etc. Their duty should be four night duty instead of seven night duty.

11. Quarter facility should be done where it is not facilitated. So that problem of education and health of their children can be solved.

12. Even LWP leave can be granted it needed when out of state station master have to go at their native place and compulsory reservation facility should be available.

13. Station masters are connected with safety. Separate arrangement should be done to solve problems of passengers; which are available at big railway stations. So that station masters may feel relieved from answering questions asked by passengers.

14. When paying salary of night duty to railway station masters they are compared with telecom, signaling, carriage and loco staff for eight hours which is not fair. Because station masters have to work for whole night with full concentration in jobs with other category have sufficient rest. So to compare salary of both categories is not fair.
3.4.6 Literature related to Role of Trade Unions

Shil Parag and Kar Santa\textsuperscript{30} through their research have thrown light on the role performed by trade union in maintaining the expected working conditions for the employees. The field study was undertaken in Badarpur sub division. Trade Unions are integral part of any organization. Whatever organization it may be, whether big or small, private or public; trade unions do exist to safeguard the interest of the employees working therein. Trade unions also improve the living as well as the working conditions of the employees. Indian Railway is one of the oldest public sector organizations in India that encourage the establishment of trade unions.

From the study the following points could be highlighted:

i. The employees are satisfied with the salary, benefits provided by the organization, leave, working hour, maternity leave, and bonus. Since the employees do not have any grievance regarding these factors therefore the trade union just look after that this matters always remain satisfactorily to the employees.

ii. Most of the employees are not satisfied with the promotion policy of the Indian Railways, they have the complaint that they are not promoted fairly. Hence, the trade union strives to bring a better and fairer promotion policy through negation with the authorities.

iii. Almost all the employees are dissatisfied with the New Pension Scheme, to mitigate their grievance; the trade union is trying hard to bring back the old pension scheme.

iv. A good number of employees are not satisfied with their quarters. Some of them complaint that the quarters are not in good position, and again no actions are taken to improve the quarters, while some other employees complaint that the quarters are too small for them to accommodate, in this respect the trade union sometime from their own effort try to sort out with small problems associated

with quarters like water supply, leakages of roof, electricity. And again for permanent solution of quarter problems they put demands in front of the authorities.

v. The employees gave a mixed response about the attitude of the trade union officials toward the non-members.

vi. The Trade Unions are not very much influenced by political parties.

vii. Regarding the role played by trade unions in forwarding the grievances of the employees to authorities, most of the employees expressed that trade unions are playing an active role. But again, a small number of employees responded that trade unions remain busy with gaining power over the other union, and in this way they overlook employees’ grievances.

viii. Another important issue is that trade unions view the employees’ grade wise, which means the trade unions, discriminates among the employees and dealing with their grievances as well.

ix. The trade unions do not suffer from any financial inadequacy but still then they do not have any paid office bearer, having that they could have worked in a much better way.

x. There are a good number of employees who are even not sure to which trade union they belong to, because the trade unions collect subscription from all those employees who are not any trade union official.

xi. The unions organize cultural programs and social welfare programs like blood donation camp, flood relief camp etc.

xii. The research was concluded with the outcome that trade unions at Indian Railway, which are operating in Badarpur Sub-division, in particular, are not only playing an active role in improving the quality of work life of employees, but also in maintaining good industrial relation in the organization. In fact, the welfare of workers seems to be an inseparable component of the functions of these unions.
3.4.7 Literature related to HR Challenges and Opportunities

Khosla G. S.\textsuperscript{31} explained the duties and the nature of job of the railway managers. According to him, the railway managers’ job calls for continuous adjustments to change. They should not get suppressed by the political interference but should make a sincere effort to understand the expectation of others. They are also subject to pressures from within the organisation from their colleagues, whose role may conflict with each other. While endeavoring to resolve the conflicting pressures both from within and outside the organisation, he must retain a clear, unclouded view of the goals of his organisation and its accountability.

He has also given guidelines about maintaining the smooth superior subordinate relationship by the General Manager of railways. He has emphasized on the team building function of the General Manager. He has to allot, organize and control business among his Heads of the Departments and fuse them into a team. While he should lay down the guidelines for cooperation among the men on a long term basis, he is also required to bring about a day-to-day coordination. It is necessitated by two main factors according to the author. First, there is a tendency on the part of departments used to their own procedures and methods of working, to overlook the need for frequent contacts with other departments. A General Manager has to constantly guard against this by frequently bringing his Heads of the Departments together round a table, by arranging inter-departmental meetings at lower levels and by encouraging various departments to develop the team spirit among them.

The nature of the work of a railway General Manager in India makes inordinate demands on his personal skills as an operator, administrator, planner, organizer, coordinator, motivator, innovator, controller, public relations man and as a humane employer. He must possess initiative, drive, clear vision, ability to take quick decisions and give his officers and men the leadership that will help them to make their contribution towards fulfillment of his role.

\textsuperscript{31} Khosla G. S., Railway management in India, Thacker and Co. Ltd., Bombay, 1972, pp 7-8.
Kasinath Sopan\textsuperscript{32} has rightly described the role of human resource in Indian Railways. According to him, the core aim of human resource management is to attain the organisation effectiveness. The objectives of his study were to understand the benefits to human resource in Indian Railways in proportion to the density of human resource. The period of his study is 1950-51 to 2008-09. He has critically analysed the performance statistics of Indian Railway through which he concludes that the Railway Ministry and Railway Recruitment Board take the right decisions at the right time and in the right way keeping in view the objectives of Indian Railway. The socio-economic development of India is through railway stations. The productivity is highly significant and contribution of Indian Railways to Indian exchequer is substantial. The suggestions given by him emphasis on reducing the number of Railway Recruitment Board and on the recruitment and selection procedures should be on the lines of UPSC. The training facilities of Indian Railways are excellent. The productivity linked bonus benefit should be extended to group A and B officers also.

An overview of the human resource development in Indian Railways is taken by Rajeswari V. and Santa kumara K.\textsuperscript{33} through their research paper. The period of study is 1950-51 to 2010-11. They have done a detailed analysis of the strength of railways, the facilities provided to the employees and also the existing decision making authorities. The analysis says that the fleet in the Indian Railways has increased substantially pertaining to the Diesel Engines, Electrical Engines, Wagons and Passenger Vehicles. The Productivity is highly significant on one hand and the contribution of Indian Railways to Indian exchequer is substantial through Net revenue of Rs 9174.45 crore on the other. The Railway Board deserves high degree of credit for the spectacular achievement. The total cost in Indian Railways is Rs 72848.53 crore in 2008-09. The Human Resource cost to the total cost in Indian Railways is at 55 percent depicting a lion's share to the total cost in Indian Railways. The operating cost is at 90 percent during


the year 2008-09. The market share of the Indian Railways is at 30 percent to the total market share during the year 2008-09. Hence, the Railway Board should tap the small consignment along with the bulk consignments. However, the Indian Railways should focus on the core activities and the non-core activities should be given to the BPO. The total costs of Human Resource are substantial at Rs 3, 273.46 crore during the above study period. In forthcoming 5 years the Human Resource strength may further decline in Indian Railways and in turn the Human Resource strength might be as low as 12 Lakhs by 2014-15. However, the number of Railway Recruitment Boards should be reduced drastically to five in number and recruitment and selection ought to be on the lines of the Union Public Service Commission. About 5171 Gazetted Officers are trained and developed every year by Railway Staff College at Vadodara and by the six centralized institutions. While the number of staff trained by the zonal railway institutes have increased substantially by 164 percent during the above study period. The implementation of the sixth pay commission resulted in decline of the net revenue during the year 2008-09. However the productivity linked bonus benefit should be extended to the group A and B officers in Indian Railways.

The cordial relations are linked with the productivity. The AIRF i.e. All India Railway men Federation and NFIR i.e. National Federation Of Indian Railways are the recognized unions playing a pivotal role in maintaining the cordial relations in Indian railways and also redressing the grievances of the employees in an amicable manner. Indian Railways stands second in the deployment of Human Resource with 13 Lakh during the year 2010-11. Indian Railways stand fourth largest as far as the freight tones are concerned. The value added reflects the contribution of the Indian Railways to the Indian exchequer. The value added by the Human Resource has increased substantially by 184 fold during the above study period. Thus, the Human Resource Management is effective in Indian Railways during the above study period. It concluded that the total costs of Human Resource reduce is substantial at Rs.3, 273.46 crore during the above study period. In forthcoming 5 years the Human Resource strength may further decline in Indian Railways and in turn the Human Resource strength might be as low as 12 Lakhs by 2014-15.
Ramana Kumar Mangala discussed about transport as the very basis of modern civilization through her research paper. In India transport has become largely synonymous with the railways. The author says that Indian railways are the lifeline of the country and are the principal mode of transport. There is no walk of life or sector of economy which does not depend heavily for its existence of the Indian Railways. It extends opportunities of employment of labour, capital, investment and encourages human enterprise, besides generating healthy competition towards progress. It also cuts across all barriers of caste, religion and narrow provincialism and parochialism. It’s very composition and operational system contributes vitally to building up a secular and social culture and political institutions enriching the life in general. The very size of this huge industry by its operation is a tremendous task. In other words, its health, in a way, is an indicator of the economy of the whole country. Smooth functioning of such a huge organisation is not an easy task. It requires equally skilled staff to run the technical and administrative matter. The author emphasizes on providing quality manpower management to Indian Railways. The specialization and division of work are the two main principles to be perfectly applied in such institution. Authority and responsibility should be properly balanced. The quality of manpower should be constantly maintained to avoid any type of mishaps and thereby spoiling the image of such royal organisation. The enhancement of the quality of manpower is also equally important. Training programmes should be appropriately arranged and they should be followed by vigorous tests. The management of such quality manpower will further enhance the image of Indian Railways.

The author also emphasizes that with the advent of computerized and, subsequently, internet based online marketing things have radically transformed for Indian Railways. A huge investment in technological up gradation and advancements is taking place. All the investments are useless without the acceptance of technology by the employees as they play a key role in implementing these technologies and make them successful.

In order to bring about greater efficiency in administration, speedy implementation of ongoing projects, reduction of workload on General Managers etc., Indian Railways with the assistance of Centre for Railway Information Systems has launched On-line ticketing facility in year 2002 which can be accessed through website irctc.co.in. Computerized reservation facilities were added at 245 new locations. At present these facilities are available at 758 locations in the country covering about 96 percent of the total workload of passenger reservation. Computerized Reservation related enquiries about accommodation availability, passenger status, train schedule, train between pair of stations etc. have been made web enabled. But, the dawn of computerization has radically changed the working pattern of Indian Railways. A huge investment in online technology expansions is taking place. All the investments are inoperable without the acceptance of technology by the employees as they play a key role in implementing these technologies and make them successful.

Jain Pooja\textsuperscript{35} had undertaken the primary data research for the subject of to measure employees’ readiness to embrace online marketing of Indian Railways by using Technology Readiness Index. The primary data has been collected through a self-administered survey among the employees of Internet Ticketing Reservation Centre of Indian Railways Department. The findings of Parasuraman, 2001, showed that people beliefs can be categorized into four segments on the basis of their attitude towards technology. Two of these segments- optimism and innovativeness are contributors while the other two – discomfort and insecurity are inhibitors. Relative strength of these positive and negative beliefs determines peoples’ receptivity of technology. The four segments are relatively independent. In other words, one can simultaneously harbor positive and negative feelings about technology.

**Optimism:** A positive view of technology and a belief that it offers people increased control, flexibility, and efficiency in their lives.

**Innovativeness:** A tendency to be a technology pioneer and thought leader.

**Discomfort:** A perceived lack of control over technology and a feeling of being overwhelmed by it.

**Insecurity:** Distrust of technology and skepticism about its ability to work properly.

The results of this research showed that majority of the employees were graduate and young. The employees were highly optimistic about online technology but at the same time they experienced a considerable amount of insecurity and discomfort.

Khanna Sanaya\(^{36}\) studied the HR challenges and opportunities in Indian railways. The study was purely based on secondary data. She narrated the current status, challenges, opportunities and also the remedies to overcome the challenges. Service sector in India which consists of a wide variety of services such as electricity and water supply, road, rail and air transport, hospitals, police, postal department, call centers etc. is a real challenge for HRD. Indian Railways is the backbone of service sector and one of the biggest employers in India. The network of Indian Railway is very vast, spread all over India. Due to this widespread network, it brings in its fold people from different origins and of different workforce profile working together under a roof. This necessitates the prevalence of different HR practices in order to deal with them effectively so that their full potential may flower. Beginning with the last decade of the 20th century, globalization, liberalization and technological advances have changed the way the business is done across the world bringing together various threats as well as opportunities. In order to meet the basic objectives, HR personnel in Indian Railways have to identify the nature of these challenges and opportunities and define their roles and responsibilities more sharply to counter these challenges and grasp the various opportunities.

The objectives of her study were to study the “people side” of HR in Indian railways, to assess the challenges faced by the HR in the current era in the Railway industry, to assess the opportunities available to HR presently in this industry and also to identify the suggestive measures that can be applied by the HR personnel in order to counter these challenges and successfully grab the opportunities.

The Challenges were

1. Lack of emphasis on adequate HR’s: This is by far the biggest obstacle in Railways IT strategy. Despite having a large pool of talented manpower, no committed effort has been made to familiarize them with IT concepts.

2. Technological advancement: Due to the development and strengthening of roadways and its stiff competition to the railways, IR is planning to introduce modern technology in various spheres of its working. The latest technologies relating to civil engineering, mechanical and electrical engineering, telecommunication, and material science must be harnessed to run trains effectively, especially in current competitive scenario. All this will result in the downsizing of manpower which is a major challenge for the human resource.

3. Infrastructural development: The time has come when massive investments are required for expanding the rail infrastructure and give the railways its due share in the country’s infrastructure development. Constructive support from the Government and the pro-active and market oriented response to the challenges of an open economy will set the tone for the renaissance of the IR as we march towards the new millennium.

4. Information technology: IR has been a pioneer in the use of IT in India. However a concerted effort to introduce IT in all aspects of railway working has been considerably delayed. This has raised fears that they may become laggards rather than leaders in the use of IT. Harnessing IT for effective collection and dissemination of information is not a luxury but rather a necessity for any rail operator. The effective introduction of IT saves costs rather than increasing expenditure in today’s competitive environment.

5. Inter-departmental parochial fighting: Each zonal railway has many departments and it is observed that inter-departmental parochial is eating away whole developmental attitude in Indian Railways. Thus, if one department proposes a project for overall development involving other departments, surely one or two of those departments will stand on way to protect its own interest ignoring the whole IR’s interest.

6. Presence of existing multi-cadres system: The biggest hindrance for any sustainable development of IR is the presence of multi-cadres system. This system became worse
due to heterogeneous essential entry qualifications of directly recruited gazette and supervisory cadres through UPSC and Railway Recruitment Board (RRB) respectively. This non uniform essential entry qualifications do not help to create an attitude and also aptitude for well perception of day-today working problems, including strategic planning, its implementation speedily and cordially amongst the different departments with sense of integrity. Ultimately the customers suffer.

The opportunities were-

1. Importance of human factor in IR Industry: Men are required for all activities and they should be available at the right place at the right time. Crew availability and booking is the best example of this cycle. Further the advanced technology adopted by the industry cannot yield the required results without the necessary efforts of the manpower employed in this very industry. The HR becomes even more important in the service industry whose value is delivered through information, personal interaction or group work.

2. The vision aspect of resources: The resources- hardware, software, networking and HR, required to make the vision a reality have to be identified and made available. As IT becomes more pervasive in the educational curriculum, increasing greater number of railway men are able to serve as resource persons for IT projects

3. Budgeting and expenditure: All departments require money for their work, but its expenditure must be monitored and controlled. Large amount of information must flow between the Executive and the Finance Department for this purpose.

4. Growing role of HR in Information technology for the management of Railway industry: HR in the form IT Architects and Contract managers, In-House Software Developers, Content Developers, System Administrators, Database Managers and Network Managers in Indian Railways are required to effectively handle the latest IT’s introduced in the IR.

The measures suggested through the research were

1. Managing the “Virtual Cadre”: In order to grab the opportunities available, there is the need of persons who understand the broad technologies available today, their capabilities
and limitations, so that they can conceptualize the use of the technologies in their work areas. Carefully designed training programs for the members of the virtual cadre will ensure that the railways retain a pool of knowledge within itself, in tune with the technology trends. The database would be centrally updated to reflect the changing composition of the resource pool, including updating the skill-sets of each person periodically.

2. Collaboration with the Academic Institutions: Collaboration with the academic institutions of good standing is needed to ensure that the IT effort of the Railways remains on track with innovative and appropriate projects being taken up to address its IT needs. Such collaborations, entailing the setting up of specialized centers catering to Railways’ specific needs in the participating institutions, will lead to two-way movement of expertise.

3. Conducting training and development programmes: Appropriate training programmes need to be conducted for those employed in the industry.

4. Flexible structure: Existing facilities of instant communication from the top level to the lowest field level have made the middle management redundant. It can be dismantled and the structure made more flexible and flat as China did in 2005 by streamlining its 4-tiered railway system into a three tiered railway system.

5. More authority to grass root level employees: There is a need to give more authority to the employees at the grass root level to quote competitive freight rates so as to generate more business. Moreover it will also help to resolve the inter-departmental fighting.

6. A more critical look at manpower costs and a sharper technological thrust are required: for this, there is need to: Redeploy, rebalance, retrain and reeducate workers and also introduce multidisciplinary, multi-skills approach.

7. There is need to give up populism in political outlook: This will help in good governance. The worker cannot work or the manager, manage if the government does not govern.

At the end the author summarized the study with the conclusion that the Indian Railways has emerged today as the main vehicle for the socio-economic development of the country. Railway is a sunrise industry, not only in India but in many parts of the world. The vision for information technology in the Indian Railways for the next 25 years
is to reach a stage where all the information needs of the organization can be met by a comprehensive information highway, available to all internal and external stakeholders. The vision is to improve personal productivity at all levels by the effective use of this technology. An attempt has been made to develop a road-map for the future growth of IT in Indian Railways.

3.5 Review of Literature relating to Work Culture in Indian Railways

Khosla G. S.\textsuperscript{37} has criticized the opening of railways in India by British. Railways were built in India in the middle of the nineteenth century at the initiative of the government of the day and not in response to the public demand. The inspiration for the building of railways in India did not flow from the indigenous enterprise. It was not at all with the intention of social and commercial advancement of India. The first railway lines were built to facilitate military movement, for the defence of the sub-continent and to export the raw material from India to England to feed British industry. The sole aim of management was to collect the profits and guaranteed returns on their investments in this venture. Even though Lord Dalhousie had mentioned the benefits of starting railways in India in his famous minutes of 1950, it was purely superficial.

Only after independence, there was a visible shift in the policies of the Government of India that governed the administration of Indian Railways. Certain social and commercial objectives were accepted as appropriate to a national railway system and it was recognized that the railway system in India must be harnessed to the needs of the country’s trade and industry. The first few years after independence were spent in the restoration and rehabilitation of the railway system and then the development and extension took place.

Thakur Raghav\textsuperscript{38} rightly described the state of Indian railways. Indian railway survives merely because of its institutional strength. India's railway has to manage 7083


\textsuperscript{38} Thakur Raghav, \textit{Things can only get better for Indian Railways}, International Railway Journal, Simmons-Boardman Publishing Corporation, July, 2013, pp 16-17.
stations, 131,205 bridges, 9000 locomotives, 51,030 passenger coaches, 219,931 freight wagons and 63,974 route-km, while it operates 19,000 trains and carries 2.65 million tonnes of freight and 23 million passengers each day. Despite its problems and its vastness, the system is functioning and trains are running on time. The whole credit goes to its inbuilt values and systems. The established pattern of work and the strict adherence to the rules and policies make Indian Railways a royal organisation. The strength of this institution is its culture and huge number of employees.

Mishra Vimal\(^{39}\) states about the racial discrimination in terms of employment pattern in railways. In the early years of Indian Railways, the officers and supervisors used to be only British whereas drivers and guards were East Indians. The third and fourth class employees were ‘Natives’. Europeans protested strongly when the native guards and station masters were appointed on some stations in 1870. The natives were always treated inferior. This description of the early years of Indian Railways shows the kind of treatment the Indian employees used to get. The work culture and work environment around them was discriminatory but still they had to accept it for earning their living.

Prasad Amba\(^{40}\) narrates about the recognition of the supreme importance of a contented labour force on railways in India. He said that it is a matter of very recent years. He referred to the budget speech of the Minister for Railways in constituent Assembly on 15th Feb, 1949. Shri. Gopalswami Ayyangar, the then Minister of Railways stressed this issue in Parliament where he said that the establishment of the most cordial relations between railway management and railway men who work with them will be the supreme test of the efficiency of railway Administration. The employer- labour relations on railways have greater significance, partly on account of the large number of men employed and partly because government owns and manages nearly the entire railway system.


Before the attainment of independence, there was never strong and serious demand from labour for labour participation in railway management. The reason was that the union movement in India had been prominently agitational and only slightly constructive. There was hesitation to recommend direct representation of labour in management because unions thought that it would take time for the movement to produce men with the necessary experience, knowledge and sense of responsibility to shoulder the burden of management. The increased association of labour with management is regarded by the Second Five Year Plan report as necessary for the successful implementation of the plan. Shri. Lal Bahadur shastri, the then Railway Minister announced that more positive opportunities for participation in management should be provided for workmen of lower cadres.

Certain examples of the bureaucratic functioning of railways are given by G. S. Khosla\textsuperscript{41} through which he threw light on the unproductive use of the personnel in Indian railways. The Periodical Confidential Demi-Official Report is one such example. There was a practice of writing a ten-day letter called Periodical Confidential Demi-Official Report by a General Manager to the Chairman, Railway Board. This is a personal account from the head of a railway to the Railway Board on the working of the system. Different views have been expressed on the usefulness of this report. Some general managers have found it as an additional burden which wastes their time of outward schedule. According to them the information contained in this report is transmitted to the Board by means of daily operational reports which are given on telephone or wireless and periodical reports from various departments. This writing of the report has cost considerable amount of time and energy and the results obtained are hardly commensurate with the efforts involved. Moreover the Chairman does not get time to read this report as he receives more than a dozen of such reports, three times a month, from seventeen general managers every ten days. Such practice is not a good example to be set in front of the subordinates as it may inculcate a sense of delay and shifting of responsibilities amongst them.

\textsuperscript{41}Khosla G. S., \textit{Railway management in India}, Thacker and Co. Ltd., Bombay, 1972, pp 81-83.
During the analysis of the organisation structure and the decision making process by the authorities, Khosla G. S.\textsuperscript{42} found a necessity during 1960 to restructure Indian railways. He placed an emphasis on changes in terms of delegation of powers, span of control and re-zoning. Inadequate delegation and concentration of authority with the Minister and the Railway Board are serious drags on speedy and efficient disposal of business on the Indian Railways. The General Managers of Indian Railways have little discretion in pricing railways services. They are authorized to do only adjustments of freight rates within very narrow limits. The delegation of powers by the Railway Board to General Managers in personnel matters is also inadequate.

Chhatrapati Shivaji Terminus, the headquarters of Central Zone was declared as “World Heritage” and it was honoured as “An extra-ordinary example of the combination of two cultures”. The landmark of Mumbai became the highest pillar of humanities with this honour. There come many challenges along with the honour. The station is visited as ‘Heritage Walk’ by many foreigners who lead to reduction in the beauty of the railway station. Central Railway works effortlessly for the maintenance of the functioning and image of this station. Mishra Vimal\textsuperscript{43} has described the situation in his book in detail.

The Railway Magazine named ‘Rail Bandhu’ highlights the happenings in Indian Railways. It helps the railway employees to understand the happenings in their institution all over the country. The news about award and felicitation of the sports persons who are the railway employees highlighted how Indian Railways value the human resource in their organisation.

Lindsey Green-Simms\textsuperscript{44} writes an abstract about the book by Marian Aguiar - Tracking Modernity: India's Railway and the Culture of Mobility. She argues that the complexities of colonial and postcolonial modernity are embedded in the Indian railway. In addition to being a fascinating cultural exploration of the ways that trains shaped modern Indian society, it is also a sophisticated and multifaceted exploration of the

\textsuperscript{42} Khosla G. S., Railway Management in India, Thacker and Co. Ltd., Bombay, 1972.
\textsuperscript{43} Mishra Vimal, Pashchim Railway ki Prastuti- Mumbai Local, Synergy Creations, Mumbai, 2008, p 57.
\textsuperscript{44} Lindsey Green-Simms, Tracking Modernity: India's Railway and the Culture of Mobility, Vol. 82, Fall, 2012.
deeply rooted connection between modernity and mobility. Its strength lies in the fact that Aguiar takes neither of these terms for granted and disallows any simple corollaries. Through a detailed analysis of various representations of the Indian Railway, Aguiar demonstrates that modernity includes both those who are mobile and those who are disempowered by technologies of mobility; that it consists of both universal development and concepts of difference; and that the mobility that often accompanies it can be both compulsory and emancipator. Tracking Modernity provides a crucial addition to the emerging fields of mobility and critical transport studies and to well-established debates about global modernity.

Gupta Jagmohan is an officer from Indian Railway Account Service expresses his opinion about the image of Indian Railways. According to him, Indian Railway suffers from a split personality disorder. On the one hand, it is seen as a government department with certain mandatory public service obligations and on the other, expected to function as a commercial organization, financially self-sufficient. Its passenger services, long distance as well as urban transport, continue to be heavily subsidized. Historically Indian Railways has been an omnibus kind of organization. Besides operating the rail services, it continues to engage itself in support services such as production of coaches, locomotives, wheel, axles, tie bars etc.; running engineering college and schools, hospitals, personnel recruitment agencies, security, printing presses, employee housing and buildings' maintenance etc.

Populism rather than business objectives continue to guide and determine the key investment decisions and new services of Indian Railways. He suggests through his research that it should focus purely on its core business while redefining its relationship with government. It should shed its off-line activities and encourage greater private sector participation. It also needs to consolidate its strengths and check its expansionist tendencies in order to provide better and economical transport services.

Das Biswajit and Sahu Nivedita\textsuperscript{46} intends to evaluate the aspects of inclusive growth potential of Indian Railways under conducive environment which is socially and economically acceptable, with emphasis on the transport need of the poor not only by reduction of travel cost, but also through other holistic approaches. Though railways have been playing the role of an agent of cultural and socio-economic catalyst since ages, of late it has realized its greater role of a conduit of inclusive and integrative growth. Social responsibility is about going beyond regulations and providing good returns to shareholders, Indian Railways could see corporate social responsibility as an evolutionary process wherein it can look at its core businesses to evaluate how it can use its resources and special assets to contribute to sustainable communities. Railways can also raise awareness of corporate social responsibility within the organization by providing an opportunity for employees, customers and communities to come together to help people in need.

Analoui Farhad\textsuperscript{47} studied the management skills and senior management effectiveness in Indian Railways through primary survey. Traditionally, the effectiveness of the senior officials within the public sector has been disproportionately associated with task instead of people-related skills. A study of 74 senior managers within Indian Railways, over 3 years, has revealed that managers, in order to become effective, not only require task and people skills, but also self-development knowledge and skills. Moreover, the above broad categories of managerial skills form a hierarchy which suggests that the more senior positions which managers occupy, the greater the need for people and self-development. The implications of the above for senior management training and development in public sector are explored.

The author explained that the art of management training and development, especially for senior managers, has come a long way since the prescriptive stand adopted


by the founders of management who placed a disproportionate emphasis on the importance of technical or task-related knowledge and skills as a means of improving the effectiveness of managers. Thus, not surprisingly, the importance of and the need for acquiring people-related skills, such as effective interpersonal communication, assertive conduct, problem resolution, decision making, negotiation and conflict handling within the organization at all levels has been overlooked. Unfortunately, the literature in the field of management indicates the presence of a natural tendency to overcompensate when faced with the rigidity and inflexibility created by the advocates of traditional management. As a result it is often observed that the images and ideals of pundits are presented without resorting to the process of research and identification of the actual training and development needs of the managers.

To avoid the above pitfall, a study of senior managers’ management training needs has been undertaken within the Indian railway. The aims of the study were:

1. To gain a better understanding of the management training and development needs of the senior officials and executives in an organization which constitutes the lifeline of the economy in India and is the fourth largest railway organization in the world.

2. To ask if senior managers within developing countries share similar perceptions, if any, with their counterparts in the West. To discover the link between managerial effectiveness and the wider range of managerial skills and knowledge this has been historically assumed.

3. If so, to understand the extent to which attainment of people as well as task-related skills and knowledge contribute to their development and effectiveness.

The purpose of need identification and assessment was to find out what managers actually need and want to receive, and what conditions ought to be created in order to make sure that this training and development will have a practical impact. Suitable management training programmes which are offered to senior managers ought to reflect the need for a balanced mixture of the above skills. They should also cater for management development needs, with self-development as a built-in component for their future self-motivated development.
Author concluded through his study that management training and development programmes should be specifically designed, depending on the level of seniority and position held by the trainees, to meet the people-related aspects of their job effectively. Awareness, by the trainers, of the organizational and cultural context and background from which the trainees originate is of the utmost importance and a major consideration when designing the content of such courses.

There seems to be a hierarchy of management development needs in operation which supports the theory that the higher the position those senior managers occupy the more aware they are of the political processes inherent in the job and consequently the greater the need for improving their interactive, interpersonal and decisional skills. This confirms the presence of unshared and shared values, beliefs and attitudes towards the development of self and the organization, with more emphasis being placed on the former by those who occupy senior management positions.

Senior managers in a public service organization generally felt that their increased effectiveness could result in increased organizational effectiveness, the quality of service and their own development, though often they are not included, because of the bureaucratic nature of their organization, in strategic decision making. This, however, could be achieved realistically only through better integration of the individuals and the organization together with their management training and development.

The key issue to be addressed in the reform of Indian Railways is the institutional separation of roles into policy, regulatory and management functions. Currently these roles are blurred. The Railway Board essentially performs all three roles. This causes confusion regarding vision and mission.48

“Sadbhavna Divas” was celebrated in the office of General Manager of Western Central Railway. It was an occasion of 70th Birth anniversary of Shri. Rajiv Gandhi on 20th August, 2014. The General Manager Mr. Ramesh Chandra gave an oath to all officers and employees about the integrity, unity and welfare of all together. He also

added that the disagreements if any should be solved without violence, arguments and via proper rules and regulations as per statute.  

3.6 Review of Literature relating to Challenges in Indian Railways

Gupta Desh in his article locates Indian Railways within the broader Indian public sector and explores the factors that led to the turnaround from a low performing organisation to a high performing one. The case study method is used with the developing theory of enterprise turnaround underpinning the case study. The theory suggests that turnaround successes need to be understood in terms not only of managerial actions, but also of favorable environmental conditions. This study reveals that both managerial leadership and good luck contributed to the turnaround success of the Indian Railways. There was no element of privatization apart from some limited outsourcing within this turnaround. All happened within the context of full public ownership.

Lakhmani Poonam, Sikroria Rajiv discussed about the financial aspects of Indian Railway and the goal achievements during 2008 to 2011. The current position of Indian Railways has been rightly described by the authors. Indian Railways, the largest railway system in Asia, has been the prime mode of transportation in India. Railways have been an integral part of the Indian economy and operate more than 11,000 trains per day, of which around 7,000 are passenger trains.

The authors state that over the past few years, Indian Railways has engineered a dramatic turnaround. The dynamic pricing policy for freight traffic introduced in the year 2006-07 has yielded encouraging results. The strategy has been the cornerstone for ensuring optimal capacity utilization. Another yardstick to measure the performance of

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49 Pashchim Madhya railway me manaya gaya sadbhavna divas, Bhartiya Rail, Oct, 2014.
railways is its operating ratio that is 78 per cent, better than the USA’s only-freight-loading train services.

He also mentioned that despite reduction in almost all categories of fares, railways have put up a dramatic physical and financial performance. The focus over the past three years has not been on yield per passenger but instead on increasing yield per train kilometre. Railways have improved productivity by improving wagon turnaround times and enhancing wagon payloads.

The Railways had targets of a freight load of 1,100 million tonnes and passenger traffic of 840 million by 2012. It is essential that transport capacity be doubled to meet these targets. Over the medium and long term, major priority areas are throughput enhancement work on the High Density Networks, modernization and technological upgradation of rolling stock and signaling and telecommunication, wider application of information technology for operational improvements, revenue enhancement and better customer service. Indian Railways has been concentrating on increasing capacity and thereby investment in the sector. Currently, there are more than 260 projects underway costing US$ 12.6 billion.

Yadav S. K. S., Chaudhary Kum Kum, Khatal Somnath highlight the changes brought by Indian railways to help the travelers. The challenges faced by the organisation were tough and it had to come out with some solution for those challenges. Indian Railways is a department owned and controlled by the Government of India, via the Ministry of Railways. Indian Railways is the world's second largest employer. Indian Railway Finance Corporation Ltd. (IRFC) is a dedicated financing arm of the Ministry of Railways. Its sole objective is to raise money from the market to part finance the plan outlay of Indian Railways. The Railtel Corporation of India was established in September 2000 as a public sector undertaking (PSU) and a 100 per cent subsidiary under the Ministry of Railways. It has been set up primarily to commercially utilize communication assets, which often have idle capacity. Many railway stations are in a state of disrepair.

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especially when compared to stations in developed countries. Sometimes passengers are seen on trains hanging out windows and even on the roof creating safety problems. The interior of many train compartments are poorly maintained. Although accidents such as derailment and collisions are less common in recent times, many are run over by trains, especially in crowded areas. Outdated communication, safety and signaling equipment, which used to contribute to failures in the system, is being updated with the latest technology. A number of train accidents happened on account of a system of manual signals between stations, so automated signaling is getting a boost at considerable expense. It is felt that this would be required given the gradual increase in train speeds and lengths, that would tend to make accidents more dangerous. In the latest instances of signaling control by means of interlinked stations, failure-detection circuits are provided for each track circuit and signal circuit with notification to the signal control centers in case of problems. Though currently available only in a small subset of the overall Indian Railway system, anti-collision devices are to be extended to the entire system.

Balakesari K.\textsuperscript{53} critiques the vigilance function of the Indian Railways. He accords higher priority to procedural or systemic changes than the typical vigilance functions of inspections and preventive checks, punitive measures, and educative or moral counseling for curbing corruption and, more importantly, the potential for corruption. He has thrown light on the facts of vigilance department in Indian Railway through Railway Recruitment Board Case. The Indian Railways is one of the few organizations of the Government of India which has its own independent in-house vigilance establishment. The topmost management, more particularly the political leadership, looks upon the vigilance establishment as a super-cop that is expected to catch erring employees and come down on them with a heavy hand. A vast majority of honest, hardworking and sincere employees view vigilance with varying degrees of trepidation, anxiety and even fear, if not a little hatred. The labour unions see it as an instrument of torture and victimization of innocent employees. However, the people within the vigilance establishment see themselves as a body of committed individuals doing a thankless job. While these

perceptions differ widely, it cannot be denied that there is an element of truth in all of them. The challenge for the vigilance establishment as a whole is to be able to bridge these gaps in perceptions so that it can efficiently perform the functions for which it was set up. Various vigilance strategies employed for curbing corruption are broadly classified by the author into:

(a) Inspections and preventive checks;
(b) Procedural or systemic changes;
(c) Punitive measures;
(d) Educative/moral counseling measures.

The vigilance establishment is predominantly perceived by various constituents in its punitive role. Perhaps the most effective role it can play in coordination with all other departments is in bringing about procedural or systemic changes. Systems and procedures are inherent in any large organization. However, what is particularly crucial in a public service organization is the declared objective of being fair and equitable and being seen to be so.

The author has mentioned a case of Railway Recruitment Board to explain the importance of efficient functioning of vigilance department.

The RRB Experience

When the new Railway Minister took charge in 1998, one of the first tasks set by him was the total revamp of the 19 Railway Recruitment Boards (RRBs) spread all over the country. The RRBs by then had earned the dubious distinction of being virtual citadels of corruption and epitomes of organized loot. With the full backing of the political leadership, officials set about overhauling the system from top to bottom.

Holistic measures, among others, included: selection of chairmen of RRBs and other staff; designing a different type of question paper; and evolving new procedures for printing question papers, conducting examinations, seating candidates, invigilation, etc. In fact, every aspect of the RRB organization and selection procedures was examined in
detail to plug the loopholes. At the topmost decision-making level, the Railway Board, the Railway Recruitment Control Board was constituted. Chaired by Member (Staff), it also included Advisor (Vigilance) and Executive Director (RRB). Its mandate was to closely monitor the implementation of revised procedures and the progress of recruitment in various RRBs. Elaborate minutes of the meetings of the Railway Recruitment Control Board were maintained to ensure transparency in decision-making.

The entire reform process took about 18 months to complete. The most crucial ingredient was the total commitment and unstinted support at the highest political level. Apart from this, the RRB experience demonstrated that a thoroughly corrupt system cannot be reformed in bits and pieces—it has to be comprehensively overhauled. In the final analysis, the RRB reform hinged on overall changes in procedures. Important fallout of the reform process was the way perceptions about RRBs changed. Till then, it was common for pressure to be exerted on people at various levels to favor one or the other candidate, with considerable sums of money being offered as inducement. There was more than willingness to oblige all around. Once the reform process was completed, such requests almost completely stopped. There was widespread recognition those RRBs could not be messed around with any longer. In other words, the perception of corruptibility of RRBs had undergone a sea change. Another interesting development was the impact of the reform process on the personnel manning various RRBs. Measures to constantly tighten systems, obtain ISO certification, use the Internet, to mention a few, were local initiatives taken by the chairmen and staff of RRBs with no directives or orders from the Railway Board.

The author tried to assess the replication of RRB experience elsewhere in Indian Railways. The Indian Railways is a large multidisciplinary organization, spread across the country. Most of the corruption that afflicts it is widely dispersed. The RRB reform was possible because it dealt with a unique set of organizations within the Indian Railways.

However, the RRB experience shows that if there is a will, it is possible to tackle the problem effectively, albeit a little differently. The responsibility of curbing corruption lies with the vigilance establishment. But procedural changes to check corruption cannot
be imposed on departments from outside solely by the vigilance establishment. Officials of all departments, as well as those of the vigilance establishment, must jointly conceive and implement changes in systems and procedures to curb corruption and the potential for corruption. An adversarial relationship between vigilance and other departments helps none but the corrupt. Therefore, in the context of management of change, procedural changes assume primacy in curbing corruption and the potential for corruption.

However, this is not to downplay the importance of periodic inspections/preventive checks, punitive measures and education/counseling. It is therefore necessary to have awareness campaigns on not only the role of vigilance but also on the scale and extent of financial bleeding that the system undergoes as a result of malpractices. These campaigns should be incorporated in the curricula of various training establishments of the Indian Railways addressed to employees at all levels. If all the avoidable losses and malpractices in the Indian Railways can be eliminated, the monetary value of the resultant savings may well exceed the support that the organization seeks and receives in the union budget every year.

The widespread application of information and communication technologies has made a substantial contribution in streamlining not only passenger reservations and but also procurement systems, thereby plugging revenue leakages. Provisions of the Right to Information Act, 2005, have great potential to make systems people-responsive and accountable. Their use by the public can serve as a barometer of delays/corruption in the Indian Railways. The organization ought to also adopt such sophisticated technologies and innovative methodologies for monitoring corruption within its various departments year after year. Rapid economic growth, which often widens the disparities in incomes between the private sector and government, may tempt lesser-earning government employees to indulge in corruption to lead a better life.

Therefore, even as the Indian Railways sets its sights on becoming a world-class railway system by 2020, its focus must be on eliminating the scope for corruption within the system—through innovative procedural changes and by harnessing the potential of the latest advances in technology.
Agnihotri, Arpita\textsuperscript{54} has critically analysed the financial turnaround of Indian Railways. In the era of post liberalization, when the performance of many service sectors such as IT and Telecoms increased, Indian Railways was hard hit, and by 2001, it was on the verge of loss to the extent that it did not have money to pay its dividends to the government. The research paper talks about the financial crisis of Indian Railways in 2001. Indian railways had incurred a loss of more than Rs. 100 crore in 2001. Major cost incurred by Railways was in terms of staff maintenance. Moreover customer complaints against departmental catering units rose by 58 percent from 1999-2000 to 2000-2001. Rate of growth in the transportation of freight was declining continuously.

Rakesh Mohan Committee, 2001 in its report stated the facts about the financial condition of Indian Railways as-

Today, Indian Railways is on the verge of a financial crisis. To put it bluntly, the 'business as usual low growth' will rapidly drive Indian Railway to fatal bankruptcy, and in sixteen years Government of India will be saddled with an additional financial liability of over Rs 61,000 crores. On a pure operating level, Indian Railways is in a terminal debt trap.

But later, it gave a new direction to its strategic affairs in order to turn around the business. The research paper elaborates the initiatives which were started by Nitish Yadav and later continued by Lalu Prasad Yadav. There were certain turnaround initiatives taken under the leadership of Lalu Prasad Yadav.

Some of the initiatives taken by him include proper utilization of assets; focus on customer service and appropriate use of human resources. This was accompanied by his astute business sense which was reflected in differential price, tatkal services and various kinds of policies.

For revival of business of Indian Railways, Mr. Lalu Prasad Yadav undertook some initiatives which were as under-

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Revival of loss making units

Indian Railways reviewed their catering and parcel service businesses and decided to lease it out. Not only this, those areas where catering business was not generating much revenue, Railways converted pantry cars into 2nd Class AC coaches.

Differential Pricing

Railways adopted differential pricing policy for peak and non-peak seasons, busy and non-busy routes, and premium and non-premium services for both freight and passenger segments. More trains were made superfast. Tatkal scheme targeted at 'last minute passenger’ was extended from one to three to ultimately five days. Many normal trains were converted into superfast trains. Railways was facing tough competition from low cost airlines like Air Deccan whose charges were equivalent to 2 tier AC charges. In response to this, Railways further slashed down fares for air-conditioned coaches. Not only this, many Garib Raths (fully air-conditioned trains) were also introduced.

Passenger comfort

Due to increase in usage of mobile phones and laptops, AC coaches were provided with electric points for easy recharge. Many platforms were renovated in major way. Railways took full advantage of appropriate technology. Railway reservation system was computerized with online booking being made possible. Other measures by techno savvy Railways to enhance customer comfort includes mobile ticketing, web ticketing, kiosk-based ticketing etc. Most recently, Indian Railways have decided to name the trains on the basis of certain brands and they expect revenue of Rs. 800 cr. Some of the trains (summer specials) like Kurkure express are already doing well. Consequent to the initiatives mentioned above, growth in number of passengers has been 7.1 percent in 2004-05 over 2003-04 and 7.5 percent in 2005-06 over 2004-05. In future, Railways also plans to install ATMs in trains.
Human Resource Initiatives

Human resource is the major cost center for railways, hence, utilizing them efficiently was of utmost importance. Traditional methods of improving efficiency calls for downsizing, but instead of downsizing, the preferred method was to stop recruitments. As a result, by 2006, reduction in cost was approximately 10 percent from the period of 1999.

Since fatigue is sometimes responsible for railway accidents, railways took many initiatives in this direction by providing good working conditions to Railway crews (e.g., Driver Cabins and break vans were crew friendly). Apart from this, in association with the international union of Railways, International Railway Strategic Management Institute was established, whose main objective was to provide managerial training to railway staff as per the requirement. In order to increase employee involvement in decision making, a forum known as "Participation of Railway Employees in Management (PREM)" was established. Multi-skilling was also emphasized. As a result of all these initiatives, revenue per staff increased by 68 percent (2002-2006) as against 49 percent (1996-2001)

The author talks about the leadership style of Yadav. He showed the characteristics of a transformational leader. His prominent steps as leader were-

Non-Interference: Dealing with the Railway Board

Direct Approach: Communication to General Managers

Caring Attitude: Staff and Unions

Image Building: Media

He mentioned in his budget speech, 2007-08 about the transformation he brought to Indian railways during his tenure. He quoted that Indian Railways is a Government Department. However, we take pride in the fact that our achievement, on the benchmark of net surplus before dividend, makes us better than most of the Fortune 500 companies in the world.
Raghav Thakur\textsuperscript{55} considers the prospects for Indian Railway following the cash for jobs scandal. As Indian Railways picks itself up and dusts itself off following its latest setback, it is clear that the political instability of the past few years has taken a huge toll on operations. In the past four years, no less than five cabinet ministers have been at the helm; the most recent being Mr Pawan Kumar Bansal, who was forced to make an inglorious exit in May following a corruption scandal involving his nephew Mr Vijay Singla and railway board member, staff, Mr Mahesh Kumar.

Devi Prasad M.\textsuperscript{56} analyzed the relationship between the importance of attributes for the service quality and tolerance zone between the desired and the minimum level of passengers’ expectations in Indian Railways. Tolerance zone has been defined by him is the possible acceptable gap between the available service and desired service. He insisted upon delivering superior quality services to passengers who gives railway a competitive advantage, market share and profitability. Service quality is recognized as a critical factor in an organisation’s endeavor to differentiate itself from the competitors. In the context of Indian Railways, action choices emanating from the changes in such factors as ownership and structure have the risk of antagonizing the three important stake holders, the government, the railway personnel and even the customers who would like to see the Indian Railways more as a nonprofit organisation. Cultural factors, price, urgency or renovation can influence the limits of tolerance zone. As managerial implications it may be cited that Indian Railways should concentrate on punctuality of trains, safety of passengers, cleanliness and food quality which showed a greater importance.

Saxena K. K.\textsuperscript{57} describes in detail the problem of corruption in railways. According to him, corruption on railways manifests itself in many forms and in different types, at different levels and under varying circumstances. The most widely prevalent form of corruption on Indian Railways is bribe, or illegal gratification. Sometimes the

\textsuperscript{55} Thakur Raghav, \textit{Things can only get better for Indian Railways}, International Railway Journal, Simmons-Boardman Publishing Corporation, April, 2013, pp 14-15.


staff deliberately misrepresents the rules or gives false information about the restrictions in force. Transportation of goods is a composite job and can be broken up into booking of goods, loading or unloading, transit and delivery. Illegal gratification is demanded or given at every stage because delay at one stage may put a businessman into great loss. It also passes in granting of catering and vending contracts. The money is made on the basis of percentage of the value of the contract by greasing the palms of the supervisory officials and standard specifications remain on the paper only. Discriminatory favour is another corrupt practice which is fairly prevalent in respect of booking of goods and passengers. In matter of giving priority to booking, preference is shown to a consignor who bribes the staff. Similarly in exchange for unauthorized consideration, favour is shown in the matter of reservation of berths or compartments by passengers.

Prasad Amba⁵⁸ threw the light on the lessons of railway history since 1921. He discussed the possibilities of applications of the principles of public utility administration in Indian Railways. He described three factors responsible for unhappy facts of the past history viz. defective personnel, defective organisation, excessive political control and resulting conflict. During this period, the directing body of the railway administration consisted of hard-boiled bureaucrats and technical experts which excluded the presentation of the consumer’s point of view. These officials could not be expected to possess broad human sympathies, initiative, imagination and dynamic leadership which are essential in public utility service. Further, all of the highest jobs and most of the higher posts were monopolized by the Europeans who looked upon themselves as a ruling class. The Anglo-Indians who filled the large number of posts on railways imitated the Europeans not only in social manner but also in their attitude towards the poor Indian travelers. The Indian officials easily imitated their bosses and were worse in their treatment to the patrons of the railway service.

Batra Amandeep discussed about the financial position of Indian Railways and the challenges ahead. Indian railways is now over 160 years old and has come a long ways since it made its maiden run on April 16, 1853. The gradual transformation of the Indian railways and the milestones it has achieved during the long journey has made the country proud. But there is other side of the story also. The Indian railway is half-way between a commercial and social organization. Any attempt to make it purely commercial, or purely social would disintegrate this institution. Due to the dual objective i.e. social as well commercial, the railways has been running losses for past many years, and it, in fact, has endangered its very existence. Several committees have been constituted to suggest about the weakening financial position of Indian railways. One such committee was the Rakesh Mohan Committee (1991), which found the railways as totally an un-viable government sector organization. After reading the report of this committee and many other like committees, one would like to conclude that Indian railways has no potentials and to run it for any more, would entail only losses to the exchequer of the government.

Further the writer added that contrary to the general impression which was there after the startling disclosures of these committees about the non-viability of this huge organization, the Indian railways has taken a complete ‘U’ turn especially after 2005 and has transformed itself from loss making enterprise to profit generating industry. Indian railways which was running into losses, has suddenly started producing surplus of crore of rupees. This transformation is generally termed as the “Turnaround” of Indian railways by the observers. There has been considerable interest in the recent past in the media and amongst the public about this remarkable “Turnaround” of the Indian railways. This research paper is an attempt to critically analyze the financial turnaround of Indian railways. The findings of the paper support the claim of happening of the Turnaround in the financial health of Indian Railways.

Vohra Rajinder Singh\textsuperscript{60} throws light on financial health of the Indian Railways. This network is the largest in Asia. It is the biggest public undertaking in the country and occupies a premier place in the transport system. That is why Indian railway is called as lifeline of the nation. But during past few decades, especially after 1990, Indian railway started reporting poor financial health. There were many objections and allegations which had started rising against Indian Railways. Many high-profile bureaucrats and academicians had started projecting Indian Railways as a completely failed Government sector enterprise. Several committees were constituted for improving the sick condition of Indian railways and these committees had recommended several suggestions for the recovery. After around 2004–05 the condition of Indian railway started showing the signs of improvements year after year and there happened to be a ‘turnaround’. The present paper is an effort to diagnose the so called ‘turnaround’, and further to suggest Indian railways few need based recommendations for continuous reforms in this mammoth enterprise.

Sundaram Satya\textsuperscript{61} has described the real and true picture of Indian Railways and also highlighted the need of modernization of such a huge organisation. The analysis of the railway budget and the actual condition of railways is compared by the author through his study. The Indian Railways continues to face many challenges. The financial health of the giant undertaking is not good as internal resource generation is not up to the mark. There is undue dependence on extra-budgetary sources. The contribution of the Railways to India’s GDP has hovered around one per cent for the last two decades. Today, the Indian Railways employs 1.54 million people and traverses 63,000 km a day. Yet, the giant public-sector undertaking is facing many problems, some very serious. Even today, there are 17,000 unmanned railway crossings, responsible for nearly 70 per cent of railway-linked fatalities. The financial health of the Indian Railways is in a poor state. The Comptroller and Auditor General have pulled up the Indian Railway for its poor financial performance. It said the transporter has been overshooting its budget year after year. The Railways need adequate funds for improving its services. It will enable it to


\textsuperscript{61} Sundaram Satya, \textit{Railway in need of modernization}, Facts for You, April, 2013.
provide safe and comfortable journey for the passengers. At present, the Railways raises freight tariffs in order to subsidize losses on the passenger segment. This would impair the competitiveness of rail over road in the transportation of goods within the country.

The author has also critically evaluated the remedies applied by railways to overcome these problems. According to him, Indian Railway should give priority to reforms. In India, monopolies have failed to ensure affordable transport, while remaining financially viable. Railway has to face stiff competition from air and road transport which brings down its share in the economy. It has highly habituated to depend upon the subsidies by government for every now and then. The self created sources of earnings are not utilized to the fullest. In several countries, public-sector railways have introduced structural reforms to improve their financial and operational performance. The reforms aim at improving competitiveness of railways against other modes of transport. The current trend is mainly of privatization of various railway services so that the burden on government will be reduced. It will also ensure punctuality and safety of passengers and will create a competitive advantage for railways. Indian Railways has been experimenting with new models of Public Private Participation to finance its projects. But the plans have not been successful because of poor and unimaginative marketing strategies. In 2010, it had initiated a new Railway Infrastructure Investment Initiative (RIII) policy aimed at attracting private sector participation in similar projects in order to retain and increase the railways’ share in freight traffic. This was not made applicable to lines that were supposed to provide connectivity to coal mines and iron-ore mines, directly or indirectly, and hence this policy failed to attract private investments. Hence the PPP structure was redesigned. Under the new arrangement, the owner or concessionaire has been allowed to develop rail connectivity to ports and mines as private railway lines by acquiring land and making investments in it. A Parliamentary Panel has recently observed that because of the long gestation period and relatively low returns of the railway sector, the government should not bank too much on the PPP model. Instead, it should explore other avenues for resource generation. PPP, thus, cannot be taken as the ultimate funding solution.
Raja S.\textsuperscript{62} had undertaken a study to record perception of passengers about the functioning of Indian Railways and the quality of its track record. Indian Railway is expanding its activities every day to provide safe and convenient journey and travelling facilities to the people. It is facing criticism at every corner regarding its functional aspects such as accidents, derailing, cancellation of trains, theft and robbery, overcrowding etc. On one hand, the Indian Railway is being appreciated by the people for its effective transportation system and on the other hand it is criticized on various functional aspects. The objectives of his study were multiple. He intended to study the general image of the Indian Railways and to study the specific image of the Indian Railways relating to services before travel, services during travel and services after travel.

The author concluded through his analysis that the image of any organisation depends upon its personality, perception of the consumers and quality of the products or services offered. As regards image, it is difficult to state in a single word as to whether the Indian Railway has a positive image or a negative image. It is understood from the evaluation of consumers that there are certain aspects towards which the respondents have positive feelings and there are certain aspects towards which the respondents have negative feelings. As a whole, positive attitude is greater than the negative attitude.

Kumar Madhu Ranjan\textsuperscript{63} studied the quality aspects of Indian Railways. The basic objective of this research was to assess the suitability of Total Quality Management (TQM) via the International Standards Organization (ISO) 9000/2000 quality accreditation system route for bringing about organisational transformation in the Indian Railways and to develop an India specific model for taking an ISO certified organization towards TQM. The first part of the research aimed at getting the ‘as is’ and ‘should be’ status of Indian Railways from an organisational change point of view. A series of open-ended and close-ended questions were asked to the senior members of Indian Railways. Analysis of their responses was undertaken. It indicated that the way they thought Indian Railways should change was in line with the TQM model of change.


\textsuperscript{63} Kumar Madhu Ranjan, \textit{Total quality management as the basis for organizational transformation of Indian Railways: a study in action research}, Southern Cross University, 2005.
The culture-TQM fit was studied as a part of this research. ‘Hierarchy’ and its related concept ‘collectivism’ were identified as the two cultural constructs which affect the successful implementation of TQM. The second part of the research aimed at measuring the hierarchical orientation among the employees of Indian Railways. This was measured on three dimensions of ‘dependency proneness’ ‘personalized relationship’ and ‘status consciousness’. It was found that among the three dimensions, ‘status consciousness’ and ‘dependency proneness’ were more deeply entrenched cultural traits among Indian Railway employees as compared to ‘personalized relationship’. On the two dimensions of ‘status consciousness’ and ‘dependency proneness’, the class 1 officers of Indian Railways were less hierarchy conscious than the class 2 officers who, in turn, were less hierarchy conscious than the supervisors. The tendency for ‘personalized relationship’ did not vary significantly either across the class 1 officer, class 2 officer and supervisor categories or across different age groups. Further, employees less than 30 years old, from 31 years to 50 years old and more than 50 years old, demonstrated similar level of ‘status consciousness’ and ‘dependency proneness’. This shows that at least in the Indian Railways, even among the younger generation, notwithstanding 15 years of liberalization, hierarchical orientation continues to be a powerful cultural trait. The third part of the research aimed at understanding the impact of ISO 9000 implementation in the Indian Railway units. It was found that there was no resistance to implementation of ISO based change in the Indian Railways. This research argues that because of their strong sense of identity with their work group, the employees of Indian Railways are more amenable to an internal leader initiated change. Hence there was no resistance to change. The fourth part of the research was an action research project aimed at ISO 9000:2000 certification of a warehousing unit in the Indian Railways. This was carried out to investigate the way organisational learning occurred during ISO certification. Three action cycles were conducted over a period of two months. Seven months later, one additional cycle was completed. Special care was taken to see that the conclusions arrived after one cycle was validated from other sources. It was found that departmentalism and lack of team spirit are major problems in Indian Railways. Both are ascribed to the caste system in India. It is hypothesized that since an Indian Railway employee remains in a department throughout his/her career, the department becomes his/her ‘professional
 caste’. The research then identifies an Indianite version of leadership in the context of organisational change. It hypothesizes that hierarchical teacher-student (guru-shishya) relationship with the leader invokes personal bases of power which promotes change in India. The teacher-student (guru-shishya) relationship with the leader is conceptually similar to ‘intellectual stimulation’ factor of transformational leadership. The ‘personalized relationship’ with a more equitable slant can be elevated to the status of ‘individualized consideration’ factor of transformational leadership and the Nurturing Task (NT) leadership model of India is conceptually similar to the contingent reward factor of transformational leadership.

In the context of TQM, this research hypothesizes that there is a sequential relationship among the critical success factors (CSFs) of TQM. For this, one should begin by framing process-based quality procedures and quality objectives. Process based quality procedures and quality objectives lead to development of team orientation in the context of TQM implementation. Similarly, a multi-tier Corrective and Preventive Action (CPA) reinforced with a reward and recognition system positively intervenes in the transition of an ISO certified organization towards TQM.

The learning arrived at in different parts of the research was finally integrated into a model for transforming an ISO certified unit towards TQM. The model shows that propagation of customer satisfaction as a value and not just as a measurement- as in a customer satisfaction index – is key for replacing some of the dysfunctional traditional Indian values which do not fit in a liberalized economy. More specifically, the compulsion of implementing a ‘Corrective / Preventive Action’ makes a person come out of his/her traditional moorings and thus begins his/her socialization outside his/her ‘professional caste’. The reinforcing effect of successive improvement inculcates a feeling of team spirit among members of different functional groups. Successive CPAs supported by a suitable reward system and an Indianised version of leadership mentioned earlier create a spiral vortex which continually pulls the organization towards achieving TQM.

Finally, this research establishes a link between the soft system methodology and an India specific cultural dimension called ‘context sensitivity’. The researcher argues
that it is because of context sensitivity of Indians that no resistance to change was found during ISO implementation in Indian Railways.

Venkateswaran R.\textsuperscript{64} throws light on the materials management in Indian Railways. As part of Vigilance Awareness Week, a lot of appreciation was received by Indian Railways for application of information technology. The General Manager of Southern Railway, Mr. Rakesh Chopra emphasized the need to eradicate corruption and bring about transparency in all spheres of activities in tendering process and stores contracts. Essay competition was organized all over southern railway on this topic which made the author to look deep into the system of the working of materials management of Indian Railway. He found the loopholes and lack of transparency of management of stores. The contractors were made to approach each and every office for the finalization of their supplies, orders, bills, cheque payments etc. After the computerization of this whole procedure, there is a lot of transparency and efficiency in material management in stores departments of Indian Railway.

### 3.7 Review of Literature related to Women in Indian Railways

Mishra Vimal\textsuperscript{65} has proudly written about the first General Manager, Ms. Soumya Raghavan was the first general manager of Central Railways in the history of 154 years who was one of the railway officers of 1973 batch.

Nair Divya\textsuperscript{66} interviewed the first women station master of Mumbai Division, Mrs. Mamta Kulkarni. Mrs. Mamta Kulkarni joined Indian Railways in May 1992. She narrated her experiences through this interview which throws light on the difficulties and challenges; a woman has to face in male dominated fields. There are total 997 station masters in Mumbai Division out of which only nine are women. She became the pioneer


\textsuperscript{66}Nair Divya, \textit{She is Mumbai’s first woman station master}, Times of India, March 12, 2015.
in this field to join Mumbai Division of the Indian Railways as the first assistant station master in 1992. Currently she is working as a deputy station manager at Thane. She completed her 22 years of service. It was her dream to serve government of India. In the starting years of service she had to face lot of problems and discouragement from her male colleagues. The long working hours of duty and stress involved in managing the job were highlighted in front of her to demotivate. While talking about the work life balance aspects, she gave credit to her family members for the continuous support and help. She also firmly told that she did not expect any concessions in her duty only because she is a female. She sacrificed her social life to a great extent to perform her duties well. She managed her duties well during all the emergencies due to her tough nature and strong decision making capacity. She has learnt that circumstances may not always be favourable and one has to be strong enough to rise above the challenges and motivate oneself to see the positives around. She advises women not to show their weaknesses to the world and fight against discrimination.

Lahoti Anil Kumar,67 Divisional Railway Manager of Northern Railway in his article described the positions women hold in Indian Railways. Women workforce has made its presence felt in areas such as manning railway gates, keeping train tracks fit and checking tickets. Breaking stereotypes, the fair sex is progressively contributing towards the smooth running of the Indian Railways, even if it means sweating it out in the field jobs. Women workforce has made its presence felt in areas such as manning railway gates, keeping train tracks fit and checking tickets,

Track woman Kailasha, goods guard Radha Rani, ticket checker Pratibha Singh or gate woman Mirza Salma Beg posted in different parts of the state have proved through their grit and determination that they can manage successfully tasks traditionally considered as man’s job. Mirza Salma Beg is posted as gateman in Mallhaur and the fact that she is a woman has not come in the way of discharging her duties. She has been

working in odd hours too to ensure smooth passage of passenger and goods trains and presenting an example before all – even her male counterparts.

Another example is that of Kailasha, posted as trackman in Jaitipur who toils to keep tracks fit for trains. She has been doing tasks which demand physical labour while dealing with sleepers and concrete slabs. Sarita Shukla, assistant station master at Alamnagar station in Lucknow ensures passage of some 55 trains in one shift, he said, adding that since Alamnagar is an important inter-change point, she has additional responsibilities. Besides, she has the responsibility related to passengers and cleaning work among others.

Pratibha Singh was part of the train checking team that contributed to the Railways exchequer by realising Rs 27 lakh from ticketless passengers in 2014-15 in Varanasi. Rightly, these women have been honored on occasions like May Day and Women’s Day.

3.8 Review of Newspaper Articles related to Work Culture in Indian Railways

Achintya mentioned in his article about the exhibition which was organized by the Railway Ministry in Delhi displaying Indian Railway’s journey through 160 years of its existence. This photographic exhibition had a collection of rare and historically significant photographs gathered from various archives and railway museums since its inception in 1853. The exhibition is divided into three segments, each dealing with a separate aspect of the Indian behemoth. The segment on locomotives and trains showed various pictures of early locomotives as well as famous trains such as the Ms Muffet and the Silver Bullet engine, which at different times had been the face of the Indian Railways. The main attraction was the only picture of the first passenger train in India, from Mumbai to Thane, which was taken in the year 1853.

The segment on stations and their architecture was interesting as it highlighted the influence of local cultures. Stations such as Charbagh in Lucknow, Kanpur, and Baroda station were depicted in period pictures with explanation of the different architectural styles and the origins for these styles. The pictures provided a fascinating educational experience about the bricks and mortar aspect of the Indian Railways.

However, the third part of the exhibit, which dealt with the connection that various famous leaders of our past have with the Railways, was most interesting. Mahatma Gandhi and his dependence on the Railways was a recurring theme. Nehru and Lal Bahadur Shastri as well other freedom fighters were depicted with their individual contributions to the Railways. According to the Railway Ministry, which had organized the exhibition, "The Indian Railways has grown with India and cannot be separated from its social fabric."

This article throws the light on the discrimination of the railway recruitment policies and the dissatisfaction and discontent caused amongst the citizens of India. The spate of violence in Assam and elsewhere in the country, which followed the examinations for Class IV jobs in the Indian Railways, raised serious questions about the Railways' recruitment policy. The revised policy had been criticized for failing to take regional aspirations into account. The Railway authorities however claim that the policy is designed with the federal policy in mind. Following a Supreme Court order in 1996, railway recruitment in the Group D category (Class IV) is now an all-India exercise, although placement is still made on a zonal basis. Until 1998 these vacancies were filled through the local General Managers, and it was not a completely above-board process. Railway Minister Nitish Kumar dispensed with this system when he took charge of the Railways. Instead the responsibility of conducting the examination was handed over to the Railway Recruitment Board. The interview was scrapped in order to avoid manipulation and nepotism.

The Indian Railways have systematically shrunk since 1991 after they were ordered to downsize at a rate of 2 per cent a year. The employee count dropped from 19 lakhs to 15 lakhs, as the Railways tightened their belt. Staff costs were cut down to about 35 per cent of the gross traffic receipts excluding pensions. Several job categories were
merged. However by 2003 up to 76,000 vacancies had accumulated in the essential safety category in the Group C and D categories such as train drivers or loco-pilots, gangmen and guards. Out of these, 20,000 were left open to be filled through an all-India competitive examination held by the Railway Recruitment Board. The response the Railways received for an advertisement regarding the vacancies was a staggering 74 lakh applications. While the minimum qualification required was a pass in Class VIII, we got applications from graduates and post-graduates, including 20,000 engineers and 3,000 MBA degree holders.

The Northeast Frontier Railway zone is split into five divisions - Rangiya, Lumdini and Tinsukia in Assam, Alipurduar in West Bengal, and Katihar in Bihar - and is headquartered in Guwahati. Out of the five lakh people who appeared for the examination in Guwahati on November 9, 46 per cent were Assamese, 5 per cent were from the rest of the northeastern region, 12 per cent from West Bengal and 15 per cent from Bihar. The remaining was from other parts of the country. The presence of the Hindi-speaking "outsiders" angered the Assamese candidates, who perceived them as intruding on employment opportunities that rightfully belonged to the region. They beat up 50 Bihari candidates and blocked them from taking the test, which unleashed a bitter round of violence and counter-violence in Assam and Bihar. According to J.P. Chaubey, general secretary of the All India Railwaymen's Federation, the reason for the recent unrest goes much deeper; it is owing to the frustration and desperation of several unemployed people seeking a secure job. S.M. Singla, a Railway Board member, pointed out that the Railways are a Central government organisation with an all-India character. The national recruitment policy only obeys the Constitution in both letter and spirit. Yet, making a concession to regional aspirations in the wake of the violence, the Railways have taken the decision to modify the recruitment process by linking them to individual divisions. Now the candidates even have the option of taking the examination in the local language. Whether these gestures would have any impact on the discontent among the unemployed remain to be tested (The Hindu, Dec 6, 2003).

It is time the political class stopped viewing the railways as a plum platform for patronage disbursal and saw the railways for what they are: a vital, but failing component
of India's transport infrastructure that has the capacity to make or break the nation's competitiveness. Moving imported coal to inland power plants, imported components to factories just-in-time, and finished goods from factory to port and people across the length and breadth of this vast sub-continent, all with speed, safety and predictability — that is the transport challenge in which the Railways play a small and diminishing role.

A move to reverse this would lead to restructuring of the railways. The most drastic reform could well be to dispense with a separate ministry and a separate budget for rail transport. The nation could do with a single ministry of transport which focuses on planning and regulation.

It is entirely possible to think of reorganizing the railways into a number of separate companies, some of which compete among themselves. One company could own the tracks and signaling while other companies own and run rolling stock on the tracks, ferrying passengers and goods in competition with other modes of transport as well as with other rail companies (The Indian Express, July 12, 2011).

The Trackman on Konkan Railway, Mr. Sachin Padave was honoured with the cash prize of Rs. 300 for saving thousands of lives. Mr. Padave observed a crack on the track near Ukshi railway station near Chiplun and started running towards station to stop KonkanKanya Express which was heading towards the station at a speed of 75kmph. Many people could live their life because of his courage. The incidence throws light on the recognition and encouragement railway employees receive from the administration on happening of such incidences. It brings down the morale of employees and does not create loyalty of an employee towards the organisation (Maharashtra Times, Nov 4, 2012).

Alongside the ongoing nationwide drive for Unique Identification (UID) number, another ID initiative of mammoth proportions is unfolding to define each of the 25 lakh railway employees - both past and present - with an exclusive seven-digit number. Known as RUID (Railway Unique Identification) number, this is the world's largest commercial utility employer's bid to bring its human resources under one umbrella of
identification. It is a history created in 160 years of operation (The Indian Express, Feb 12, 2013).

The class D employees of Indian Railways are considered as the backbone of railways. The operational and technical work carried on by them is of high importance. But Railway management is careless about the safety and security of these employees. The Kurla car shed and Kalwa car shed observed the incidences of death of the employees by the shock of overhead wire when they were on duty. This highlights the carelessness of railways towards the class D staff. The unions have given a red alarm of non-cooperation if this issue is not taken care of (Loksatta, Feb 23, 2013).

The page on indianrailwayemployees.com, an independent website set up by some rail employees, is ominous: '5 Myths about Indian Railway Employee'. It is a myth, the site says sternly, that Railway employees are paid huge salaries, get big bonuses, travel in special AC coaches, enjoy great working conditions and flexible hours. "In comparison with Banks and some Corporations Railway employee is grossly underpaid."

And: "An average Railway employee works in some of the worst working conditions. Day & night, scorching sun or pouring rain he is forced to work." This is clearly not registering with the thousands thronging entrance exams for railway jobs, or those who have apparently been paying substantial sums to politicians for prime postings. There is clearly still a vast swathe of India, particularly in the north and east, that hugely values the security, amenities and pension of government jobs of any kind. Partly it comes from their combination of a small town sentiment with a more cosmopolitan feeling. Railway colonies exist in metros, but their real presence is felt in the many places across India where junctions between lines created railway centres. Towns like Bareilly, Bhusaval, Guntur, Jamalpur, Jhansi and Kharagpur exist both within their states and in a railway world laid over India. As towns they may be small — which means that modest salaries go much further — but as part of the network, through which railways families are often shifted, they have a much larger feeling (May 12, 2013).

Top bureaucrats of the Railways Ministry spent Gandhi Jayanti sweeping stations across the country. The ministry issued a directive in this regard after Prime Minister
Narendra Modi said he wants to see cleaner stations and trains. A list of 245 ministry officials, including board members, additional members, executive directors, joint secretaries and directors, have been assigned one station each.

There are more than 7,000 railway stations in India. The officials had been briefed that merely overseeing the work and giving instructions will not do; they have to perform physical labour or, as the ministry put it, “shramdaan”. While Cabinet Secretary Ajit Seth had asked officials from all ministries to participate in a cleanliness drive on October 2, for the Railways, the directive assumes greater significance since the Ministry is accountable for the cleanliness of all stations and offices under its wing.

Moreover, since Modi had identified railway stations as one of the most unclean public areas in the country, Rail Bhawan officials wanted to send a strong message through this drive, a ministry official said. The ministry will pay for the travel and accommodation of top-level officials, while junior-level workers, who would have otherwise enjoyed a national holiday, are likely to be paid double under the national holiday allowance provision. The staff required to ensure that trains run on time are not required to participate (The Economic Times, Sept 21, 2013).

A secret ballot conducted by unions at India's largest employer, the Indian Railways, has thrown up a fresh headache for the UPA government: 96 percent of over 8 lakh voters from railways employee unions across India have voted in favour of a strike if the Centre fails to meet their demands by March 2014. If the strike does take place, it would be the first such indefinite strike in 40 years after the 1974 strike led by George Fernandes as the All India Railwaymen's Federation (AIRF) leader, following which emergency was imposed. The call for strike had been kicked off in June by AIRF, the largest railway employee union in India. In September, AIRF decided to seek the opinion of other railway employee unions. Union members said that they want a logical end to their demands. And, a unilateral 'no' will not be acceptable. Instead, give us reasons if they cannot meet a certain demand (The Indian Express, Dec 25, 2013).

The cleanliness campaign initiated by Prime Minister Mr. Narendra Modi was highly acknowledged by the Indian Railway Officers and their employees. The Chief
Personnel Officer of Central Railway, Mrs. Manjula Saxena along with the NSS cadets conducted the cleaning campaign at Seawood Darave station (The Hindustan Times, Oct 4, 2014).

Indian Railways has become an attractive investment destination, especially with the Narendra Modi government pitching for modernization and upgradation of one of the largest railway networks in the world with high-speed trains and modern stations with world-class amenities.

The prime minister's recent interaction with the leaders of Japan and China has led to both inking agreements to invest in India’s mammoth railways network by way of high-speed trains and modernizing stations. Teams from both Japan and China will be visiting India soon to study specific sectors before finalizing agreements, said an official (The Indian Express, Oct 12, 2014).

Railway Minister Suresh Prabhu declared about the online examination of railway recruitment. He said railways recruit a substantial number of staff every year through RRBs and RRCs. The current manual system has failed to inspire confidence among the candidates, the public and quite often even among officials associated with the process. The Minister asked the concerned officials to implement the on-line method in a time-bound manner with adequate checks and balance. "Though efforts have been made to improve the recruitment process, it still lacks to inculcate an unfiltered range of confidence among the candidates, the public and quite often even among the officials associated with the process," according to him. Currently, Railway Recruitment Board and Railway Recruitment Cells conduct written examination manually where prospective candidates answer questions on papers. The reason behind this decision lies in the fact that many times, examinations have to be scrapped due to the leakage of question papers (The Economic Times, Dec 11, 2014).

Mr. A.K. Mittal, the former Member Staff in the Indian Railway Board, has been named as the new Chairman of the Railways Board to replace Arunendra Kumar. It can be recalled that there were several controversies related to the appointment of Arunendra
Kumar and his term as the Chairman of Railways Board was not much clean either (The Times of India, Jan 2, 2015).

Railway Minister Suresh Prabhu is working on a plan to utilize unused infrastructure at the Railways' 8,000 stations across the country, to impart skill development training to unemployed youth, particularly in rural and far-flung areas. Also, the ministry plans to use the vast railway network as a tool to market products made by self-help groups and tribal people across the country. After crying foul for years over its social service obligations including running uneconomical lines, the Indian Railways are trying to develop a new social face. The announcement of such program was done after a few customer-centric initiatives like introduction of mobile ticketing and Wi-Fi internet services. Mr. Prabhu referred to the fact that Indian Railways has around 8000 stations. Skills development activities can be initiated in such stations with few trains.

Prime Minister Narendra Modi has on several occasions laid stress on skill development as a key area of focus for his government. Referring to the Konkani cuisine restaurant ‘Konkan Swaad Katta', set up recently at Konkan Railway's Ratnagiri station, Prabhu said such initiatives would encourage traditional businesses and help financially empower locals.

The minister also referred to the “huge marketing potential” of the railway company, Indian Railways Catering and Tourism Corporation (IRCTC), and announced starting a pilot project to sell rural products through this website, visited by 500,000 people a day (Business Standard, Feb 12, 2015).

The Railway Minister said while presenting the Railway Budget 2015-16 in Parliament that keeping with our Government’s high priority on skill development and to encourage self-employment, we will promote products made by Self Help Groups, consisting mainly of women and youth. Indian Railways, with its vast spread, will contribute by making available its infrastructure like stations and training centers for skill development. He also added that Indian Railways has a huge talent of skilled personnel and their services are also available for this national cause (Economic Times, Feb 26, 2015).
The yearend targets are increasing stress on the ticket checking staff. There is a shortage of almost 1000 ticket checkers than the permitted number on central railway. The number of ticket checkers presently working on central railway is 1200. Out of those, 500 are working on the suburban stations. They are supposed to achieve the target of Rs. 1500 daily. Whereas the ticket checkers working in Mail or Express trains are supposed to collect Rs. 3000 to 4000 daily in terms of fine from the without ticket passengers. This target is easily achievable only when the ticket checking staff has a protection from the passengers who do not accept their mistake and give back to the staff itself. Passengers misbehave and pressurize the staff.

The procedure to treat the without ticket passengers is very complicated and hence the Railway Police Force do not show any initiative to keep them in custody. This creates a very stressful situation for the staff (Maharashtra Times, March 3, 2015).

The highest paid Indian bureaucrat till 1959 was the railway board chairman and not the cabinet secretary. The top rail bureaucrat, who was earlier called chief commissioner of railways, drew a basic salary of Rs 3,250 per month, a smart 8.3 percent more than that of the cabinet secretary, the senior-most bureaucrat in India. But as the fortunes of Indian Railways dwindled over the years, its market share in freight movement has shrunk from 90 percent in 1950 to 30 percent now. The clout of the rail bosses and their corresponding rank and pay have also slipped.

Today, the railway board chairman and eight other top rail babus receive a salary equivalent to a government of India secretary, a scale which as many as 230 Indian Administrative Service (IAS) and 40 Indian Police Service (IPS) officers also draw. For good measure, the cabinet secretary now not only draws a higher salary than the railway board chairman, his superior rank comes with better perks including a bungalow at Prithviraj Road located in the heart of Lutyens' Delhi.

Indian Railway Service has argued that the net direct tax collection has grown 9.35 times between 2000-01 and 2013-14, an impressive piece of statistics in the backdrop of only 5.4 times expansion of GDP during the corresponding period. Also, the cost of revenue collection in India is one of the lowest in the world, which according to
IRS officers is yet another reason for demanding a good deal from the CPC. For every Rs 100 they collect, the tax department spends merely 57 paisa. In percentage terms, the cost of revenue collection in India is 0.57 percent as against 1.58 percent in Japan, 1.35 percent in France, 1.17 percent in Canada and 1.05 percent in Australia.

R. R. Prasad, an Indian Railway Personnel Service officer and secretary general of Federation of Railways Officers' Association described the situation of Railway officers. Their round-the-clock work demands better salary. A railway officer may be called to join duty any time during the night. The pressure always remains as it's a 24 by 7 work. The Indian Railways is a gigantic organisation with over 13 lakh employees, 16,000 of whom are officers. Both the officers and staff associations have made their representations to the 7th CPC. The officers want non-gazetted staff to get their dues but they demand the proportion of the pay of the lowest and the highestpaid employee should increase from current 1:12 to 1:18 (The Economic Times, March 29, 2015).

Railway Minister Suresh Prabhu has set up two committees in line with the promises made in his maiden rail budget including Innovation Council 'Kaya Kalp' headed by former Tata Group chairman Ratan Tata to suggest ways to turn around the ailing organisation.

The other committee has been set up to revamp ministry's PPP cell to get private investment. The PPP Cell is critical for the growth of Indian railways since getting funds for new projects has become a challenge.

Getting Tata, on the other hand, was somewhat of a coup for Prabhu. "It is his personal rapport with the industrialist that worked for railways," the official said. Kaya Kalp — literally meaning transformation — was announced by Prabhu in the railway budget and he had hinted at the time that a "big name" will head it.

Mr. Prabhu is looking for innovative suggestions from these committees. It will be easier for him to implement these ideas if they come as suggestions. If they come from within the railways, they are bound to get stuck in bureaucratic processes (The Economic times, March 20, 2015).
The Bibek Debroy Committee in its interim report on the Indian Railways recommends sweeping changes in the way the ailing organisation runs. From encouraging private players to run trains to eliminating the Railway Budget altogether, the report dwells on all that ails Indian Railways and recommends steps to decentralize its operations for effective management.

1) Transition to commercial accounting: According Debroy, the process of accounting in Indian Railways is "very complicated". It is impossible to figure out what the rate of return on a project is. The report recommends refinements in the way Indian Railways prepares and maintains accounts, and costs its businesses, activities and services. The financial statements of Indian Railways need to be re-drawn, consistent with principles and norms nationally and internationally accepted. Casting accounts in standard commercial accounting format and making appropriate financial disclosures would not only facilitate prospective investors in assessment of risk and decision on their possible investment forays into IR but would also help Indian Railway to quantitatively assess impact of policy interventions on cost of various services.

2) Streamline recruitment and HR processes: There is a multiplicity of different channels through which people enter the railway services. We essentially recommended unifying and streamlining the process. At present there are eight organized Group 'A' services in Indian Railways. Deployment to these services is by direct recruitment from UPSC (Civil Service and the Engineering examinations) and also by promotion of Group 'B' officers of the department. There is also a small but significant element of recruitment of Mechanical Engineers through the Special Class Railway Apprentices examination, followed by training. The eight services can be broadly categorized in two bigger groupings viz. technical and non-technical services. Indian Railways should consolidate and merge the existing eight organized Group 'A' services into two services

3) Focus on non-core areas: Debroy feels that a lot of tasks carried out by the Indian Railways are not at the core of the prime business of rail transportation. These activities include running hospitals and schools, catering, real estate development, including housing, construction and maintenance of infrastructure, manufacturing locomotives, coaches, wagons and their parts, etc. To maintain and run these diverse
sets of peripheral activities, Indian Railway has created a monolith organizational structure. There is a strong case for revisiting these activities. Indian Railways should focus on core activities to efficiently compete with the private sector. It will distance itself from non-core activities, such as running a police force, schools, hospitals and production and construction units. Immediate integration of the existing Railway schools should be done into the Kendriya Vidyalaya Sangathana set-up. Instead the needs of the children of Railway employees could be met through subsidizing their education in alternative schools, including private schools.

4) Decentralization: It should be carried out not at the level of General Manager but down the level of his post. A little bit of decentralization has already happened, but it has only happened at the level of the General Manager (The Economic Times, April 2, 2015).

Life Insurance Corporation, the country's biggest insurer committed to invest Rs 1.5 lakh crore in Indian Railways over the next five years. According to the terms of the memorandum of understanding signed by the two organisations, the railways will use the funds to augment its capacity. LIC will invest in bonds issued by various railway entities such as Indian Railways Finance Corporation, beginning next fiscal. There would be a five-year moratorium in interest and loan repayment. The bonds will have a tenor of 30 years and will be disbursed over the next five years. LIC Chairman S K Roy told about the deal and said that the rate is yet to be finalized. Since it is a commercial decision, it would be a win-win situation for both. Insurance companies are mandated to invest at least 50 percent of the total premium collected in a fiscal under the traditional plan in government-approved securities, 35 percent in equities and other instruments from their traditional fund, and 15 percent in infrastructure. Investment in lower-rated paper comes under other approved securities.

Finance Minister Arun Jaitley said that the growth of railways has to be expanded. Railways have to run professionally. The railway journey for the passenger has to be a matter of comfort and delight. It can't be a matter of compulsion with no option (The Indian Express, April 12, 2015).
Union Railway Minister Suresh Prabhu said his ministry was taking several steps to prevent crime against women in trains. He was speaking on the sidelines of the release of an autobiography titled 'The Guardian' written by J G Mahurkar, Vice President of National Federation of Indian Railwaymen. He quoted that we have a real challenge before us. Security of women during their train journey is of great concern to us and the Railway Ministry is taking various measures to curb crime against women. He also added that railway is developing mobile applications to be used in cases of emergency and installing CCTV cameras wherever it is feasible and necessary. The Railway Protection Force (RPF), too, is being trained and sensitized to deal with crime against women. Prabhu said the Japanese government is willing to fund the Mumbai-Ahmedabad bullet train project and that the Railway ministry is holding talks with Chief Ministers of both states to work out a feasible plan and also the work for air conditioned local trains in Mumbai is in full-swing and they will start running from October next year (The Indian Express, April 14, 2015).

Indian Railways is on track to take the e-auction route for the first time for redevelopment of stations through public-private partnership. The top railway official who did not wish to be named gave some information about ppp projects in railways. It is working on a policy for e-auctioning contracts for about 100 railway stations in a bid to overcome the bureaucratic hurdles faced by private companies while undertaking PPP projects. Private players will be able to submit their bids online, after which a technical committee will study and approve the bids. He added that private players tasked with converting the railway stations into world-class transit facilities will be given a specified area within the station premises and around it to be exploited commercially. The space given to companies for commercial development will be such that they get decent returns. Joint ventures will be formed at the divisional level for the project.

Prime Minister Narendra Modi recently told the Indian diaspora in an interaction in France that he had invited French companies to explore commercial opportunities in Indian Railways. India hopes foreign players including companies from Japan will be interested in investing in the station redevelopment project.
The erstwhile UPA government had also planned to renovate major railway stations with about Rs 10,000 crore of private funds. However, private players stayed away as they were not convinced about the viability of projects. The railways thereafter decided to redevelop five stations through PPP on a pilot basis but this plan too fell flat.

Railway minister Suresh Prabhu had said while presenting his maiden rail budget in February that private sector could be roped in to improve last-mile connectivity, expand fleet of rolling stock and modernise station infrastructure. Railways reported an operational ratio of 93.5 percent in 2013-14, leaving it with little funds to finance upgrade and modernization of rail infrastructure (The Economic Times, April 16, 2015).

The RailTel Chairman and Managing Director R K Bahuguna reported about the happenings of RailTel Corporation. The telecom arm of Indian Railways, RailTel Corporation, is looking to double its turnover to Rs 1,000 crore in two years as the company expands into retail broadband and telepresence services. He presented the latest tool i.e. Telepresence -- full HD video-conferencing services available to corporates and government departments on a rental basis.

Bahuguna said enterprise business, projects and retail broadband would be the future growth drivers for the company. On company's main revenue contributors Bahuguna said, about 25 per cent of its revenue comes from enterprise connectivity fees from telecom companies, another 25 per cent from government including educational institutes, 15 per cent from cable multi-system operators. Indian railways share, however, is just 10 per cent, while project execution business is also gaining momentum.

Railtel, which has about 45,000 km of OFC network across the country, will scale it up to 50,000 km by this fiscal. Bahuguna further added that Retail broadband will be another focus, we have already launched 'Rail Wire' brand broadband in south and now we are looking for partners to launch it in eastern region (Business Line, April 17, 2015).

The Central Bureau of Investigation (CBI) has initiated a probe into the alleged loss of Rs 4,200 crore to the Railways in freight. It conducted surprise checks at 65 locations last week where its officers found that goods being transported in trains are underweight in connivance with the railway officials and private companies. CBI
spokesperson Kanchan Prasad told that the checks were done along with the vigilance department of the Indian Railways.

In 2012-13, Indian Railways transported 1,008 million metric tonnes of freight, earning Rs 85,262 crore, which constitutes 67 percent of its total revenues. The railways collect freight charges from various transporters. The charges are levied based on the weight of the goods that are loaded in the wagons. Railways use both static and in-motion weigh bridges for weighing. Electronic In-Motion Weigh Bridge (EIMWBs) has been developed by the railways in consultation with Research Development and Standards Organisation to plug the leakage of revenue and to avoid overloading of wagons. A goods trains passing at the speed of 15 kilometres per hour gets automatically weighed by this system.

Explaining the modus operandi, a senior official reported the manipulations in weighment were done by tampering of the software, EIMWB hardware. The manual entries by the suspects led to significant loss of revenue for the railways. Even a 5 percent under-reporting of actual weight of freight leads to a loss of nearly Rs 4,200 crore. Such a manipulation also leads to overloading with adverse consequences for wear and tear of track and railway safety. These EIMWBs are located at 200 locations out of which CBI conducted checks in Delhi, Mumbai and Kolkata among others. During the checks, CBI sleuths also found that the quantum of under-weighment increased with an increase in speed of the rake. The CBI cops also secured the EIMWBs locations with the help of digital forensic experts to prevent the tampering of the machine.

Indian Railway spokesperson Anil Saxena acknowledged the checks were conducted by CBI. He, however, downplayed the enormity of the scandal. He explained that this is a regular exercise that is carried out by the Indian Railways to check corruption. They had asked CBI and their vigilance department to conduct the checks (The Economic Times, April 21, 2015).

Notwithstanding recommendation by government panels, Railways Minister Suresh Prabhu has outrightly ruled out privatization of the public transporter, saying it was a "bogey" being raised by those who do not want any change. He further said the
The concept of privatization gives confusing signals and envisages the possibilities of ownership transfer of an enterprise to a different entity or management which was not possible in railways. Asked about the reasons for opposing privatization, he said that unfortunately this type of nomenclature is an ideological debate. This is unnecessary and unintended confrontation. What is meant by us is that we want to improve quality of service of railways. So whatever brings better quality of service, better technology, and better profitability has to be done with whatever means possible. If we can do it ourselves in-house then we should do it. If we realize that we cannot do it in-house then we must get it outside capital, outside technology and outside agency but not with the transfer of ownership (The Economic Times, May 3, 2015).

Prime Minister Mr. Narendra Modi often mentions the Railway Ministry through his speech. He has lot of expectations from this Ministry. AS Railway Minister Mr. Suresh Prabhu took charge, he brought railways out of expectations and hopes to the practical situation. The Railway Ministry is ill reputed because of three aspects i.e. transfer, promotion and contractors. Mr. Prabhu transferred these rights from Railway Minister to a high level committee. This automatically put a break to the uncontrolled behaviour of contractors. Railway Budget and announcement of new trains was an equation till today. This budget was an exception to it. Not a single new train was announced by Railway Minister but he guaranteed clean and safe journey to the passangerges. First time in the history of Indian Railways, A fuel saving committee is established which will work effectively to save the fuel and control pollution. Mr. Prabhu implemented 39 decisions in 36 days which raises the hope of a better picture of Indian Railways in future (Loksatta, May 16, 2015).
3.9 Conclusion

The review of related literature is a type of study which provides direction for the further research. It helps to understand the opinions of the various authors on the related subject. The scope of the study can be easily found out through this working. Indian Railways is studied as an organisation from passenger’s point of view by many researchers. But there is limited literature available about the human resource in the organisation and their work related concerns. The financial aspects of Indian Railways are a matter of concern for years together. Indian railways being the public service organisation has always created confusions about its role. Whether it should be treated as commercial profit making organisation or a nonprofit service organisation is an unsolved mystery. The volume of corruption is equally high. The promotion policies are not transparent. The researcher has made an attempt to summarize the available literature into various aspects to have a proper understandable view of the administration of Indian railways.