Chapter 8

Conclusions and Findings

8.1 Introduction

The researcher has critically analysed the responses of railway officers and subordinate staff of Mumbai division. Certain conclusions about the work culture and work related values are drawn based on the findings of the study. The analysis about the perception and satisfaction related to human resource policies is also put forth through the specific conclusions and findings of this research. The conclusions of the study are classified as general conclusions and specific conclusions. Also the findings are classified in the same manner.

8.2 General Conclusions

General conclusions are drawn from the demographic profiles as responded by the railway officers and their subordinate staff. It gives the detailed description about the personal profile of employees. It helps the researcher to understand their geographic, financial and family background. It has created a base to evaluate the responses of the employees on the basis of profiles. General conclusions are listed as follows:

1. The number of respondents in each category is fair enough to represent the true and fair opinions of the samples for the study. Appropriate representation is given for each department. Hence the researcher could understand the honest opinions of all types of employees in each department. It made the study authentic and scientific.
2. The educational level of officers is high because they are selected through the administrative services exams which need graduation as basic qualification. Some of them are undergraduates who are actually in supervisor’s category. Researcher has
included them in officer’s category as they are involved in handling the subordinates. Many of the group C and group D employees have graduate and post graduate degree. This shows the employment conditions in the country. People are ready to work in group D category which is the lowest category in the organisational hierarchy in spite of their higher education. Researcher observed the unwillingness of some of the group D employees to handle the work assigned to them as they feel it as below dignity work.

3. Majority of the officers as well as subordinate staff are in the age group of 45 to 60 years. It was observed by the researcher that most of the staff in the senior age group is on the verge of retirement. It will create many vacancies in different departments. There is no filling up of vacancies since last few years and hence lot of posts are either vacant or lapsed. It creates additional pressure on the existing employees and increases their stress.

4. Most of the staff in both the categories i.e. officers and subordinate staff is male. The group D staff mainly consists of male employees as it is a heavy work and technical job. Most of the staff from both the categories is married. The widowed staff mainly represents the appointments on the compassionate ground in the place of an employee whose death has taken place on the job. Railway is considerate enough to take care of the family of the expired employees. It is a good sign of an ideal employer and also the healthy work culture.

5. Even though sixth pay commission has improved the salary structure of railway staff, still it is on the lower side. The officers are highly paid but the subordinate staff is underpaid. The income ranges of various levels of staff need to be revised. It is also unfortunate that there is wide difference in the compensations of officers and lower level subordinate staff. The physical and technical work is given less importance than the intellectual work. The pay scales of railways are discriminatory.

6. The family structure of most of the railway employees is medium. Most of them are staying in joint family system. It indirectly creates a base for sound behaviour at work. The person with the strong family support works more effectively and efficiently. The number of members also represents the responsibility and expenditure
on the shoulders of the employee. He or she works more responsibly as there is strong need to earn and support the family.

7. Most of the staff in Mumbai division belongs to Maharashtra state. Their native place is within Maharashtra. The percentage of employees from outside Maharashtra is also considerable. Mumbai being the financial capital of the country lakhs of people migrate here from other states in search of job.

8. Most of the staff in Mumbai division has completed a long tenure of service. It reflects the work experience and loyalty of the employees. The experience of job for more than 30 years is useful for the next generations to understand the work related aspects and to acquire the skills required. The experience of technical staff matters a lot to run the departmental activities effectively.

8.3 Specific Conclusions

Specific conclusions are divided as conclusions related to railway officers and conclusions related to subordinate staff. The respondents have provided their opinions about the work culture, working environment and work related values in their offices. They have also clarified their feedbacks on the human resource aspects in their departments. It helps the researcher to derive specific conclusions about their behaviour, work place analysis, work related values and the overall work culture in Mumbai division.

8.3.1 Specific Conclusions related to Officers

1. Membership of recognized railway unions is subscribed by most of the officers. The researcher observed that even though they have subscribed the membership it is for namesake. They do not have much interest in the union activities because unions are not effective according to them. There are certain welfare activities done by union for employees.

2. Most of the officers prefer to be cooperative with subordinates. They are also keen to be socially connected with them. It is their preferred working style. The limitation for this style of working is large span of control under each officer. It
becomes impossible to have one to one communication frequently and for every particular task. Most of the officers show typical bureaucratic approach and are concerned more with strict follow up of rules and regulations than actual productive performance. Most of the officers are happy with the kind of cooperation they receive from the subordinates. It increases their confidence and support.

3. Most of the officers prefer daily records and oral warnings as the better ways to maintain discipline in the department. Maintaining daily records of such a large span of control becomes difficult most of the times. Oral warning works effectively. Officers are usually against punitive actions but issue of memo is regularly used instrument for discipline. Memos are of different kinds and are applicable for breach of various rules and regulations. It affects the career of an employee but it is equally necessary to maintain proper discipline in the department.

4. The leadership style of the officers is generally a combination of autocratic and bureaucratic style. Sometimes leaders make the subordinates follow proper rules and regulations. It is seen by the researcher that the subordinates have the tendency to follow the leader blindly. They have full trust and faith in their leader. The leaders in every department should make use of this faith for getting the work done through subordinates.

5. Being the government organisation Indian Railway strongly believes in written communication. Motivating a person by written words is most effective way but not every time. A pat on back is equally effective but some special tasks need acknowledgement in written words only. As the nature of work differs from department to department so the nature of motivation is. Technical and complicated work is acknowledged by a letter or certificate whereas a quick task is appreciated through an oral word of appreciation.

6. Most of the decisions in railway offices are generated at Railway Board level. They are communicated to the zonal and divisional levels and the departmental officers have to implement it. Major communication is in writing. The interpersonal communication is much stronger than the vertical communication.
The work related communication is comparatively less because the job profile of every employee is fixed and they do this routine task for years together.

7. The departmental officers are largely aware about the mission and objectives of Indian Railways. Some of them didn’t know it word to word but were able to tell the gist of it. The researcher could sense the absence of passion through their behaviour to achieve the mission of the organisation. The mission is a sheer statement for some of the officers.

8. Value sharing in the department is rare amongst railway officers. There are many reasons for it. Even though officers are aware about the organisational values, they are not keen on sharing them. Some of the officers sincerely try for this but many times the unwillingness of subordinates or any other reason restrains them from doing so. Values are highly considered at higher level but less penetrated till lower levels of hierarchy.

9. Absenteeism is a major problem in value development in the department. The staff remains frequently absent because of some or the other reason. The number of leaves allowed to them is also large. The efficiency of the department is hampered because of such attitude of employees. Political interference plays a major role in discouraging the values development in the departments. The unions are also supported by political leaders to large extent. The values like discipline, order, honesty and sincerity are drastically affected. Even though the officers may be keen on spreading of values but the obstacles stop them from doing so.

10. Strength of the staff is a major problem in almost all departments of Mumbai division. The vacancies are not filled and restructuring takes place every 3 years. This leads to less and less number of employees in every department. It becomes difficult for the officers to manage the departmental work with the available staff. It also affects the superior subordinate relationship to the large extent. The stress level of officers goes up and results into physical or psychological problems. The machinery and technology used in the department is obsolete which reduces the efficiency and speed of work. The training courses become ineffective as there are no latest machineries available.
11. The human resource policies are the indicators of the job satisfaction levels of employees. The satisfaction of officers in terms of salary, increment, leave conditions, working hours and shift duties is higher than promotion, transfer, discipline, rewards and performance appraisal. The appraisal policies of railways need constructive change. They should be more performance based. Also the process should be effective. The promotion is highly affected by the political interference. Health and welfare facilities need to be constructively designed. Particularly the health facilities are in a very bad shape. The reward system is not monetary based which discourages the employees.

12. The feedback is given by the superiors about the work carried on by the officers. There is a system of regular reporting about completion of work and achievement of target in the department. The senior departmental officer reports to the divisional manager about the happenings in the department. Grievance settlement procedure is active in terms of pension adalat and permanent negotiating machinery. The concerns of the employees related to any policy matter are settled through these two sources. Superiors are available easily for communication but generally it is not welcomed if the hierarchy is broken. The subordinates are supposed to go through proper channels only. Employee counseling is very rare in the department. Employees may have personal or family problems which directly or indirectly affects the performance at work.

13. Departmental officers give major importance to maintaining friendly working environment in the department. But strict follow up of rules is equally important. The opinions of the respondents and the observations in the department didn’t match. The officers were not keenly interested in any informal relationship. The interpersonal concerns were restricted mainly to work related matters. The perceptions of officers and their behaviour were not the same.

14. Departmental officers follow a liberal approach while decision making. They try to maintain cordial relationship with all. Very few officers like to communicate the decisions from the higher authorities but the working style of the organisation compels them to do so. The concentrated system of decision making does not give much freedom to the officers to take their own decisions. Also, the subordinates
can be hardly involved in the administrative matters. They are only supposed to follow the instructions. There is very less scope for the creativity and innovative ideas to be used for the functioning of the department.

15. The communication style in the department is typically bureaucratic. The officers will give the instructions and the subordinates are supposed to follow them. Even though officers prefer open communication with all there are lot of restrictions on such system. The information about the work cannot be circulated to all. It remains mainly with the authorities like senior officers and supervisors. Active involvement of subordinates is very less.

16. There are versatile observations about the problem solving in the departments of Mumbai division. Even though the preference is given by officers to open communication the real picture is different. The favoritism is active in its own way. Senior persons are consulted but are not allowed to participate in the final decision making process. There is no transparency in circulation of information in the department.

17. Majority of the officers feel stagnant in their role. The job profile hardly allows them show their skills and creativity. According to them there is hardly any scope for innovation. It is mainly due to stereotyped work performed by them for years together. The nature of technical work is quite stressful. Officers get tensed while performing their job. Most of the officers are happy and content in their job but still the satisfaction is not to the fullest.

18. There are certain job profiles where officers come across stress while on work. The number of officers experiencing stress frequently and very frequently is high. It is mainly due to the severity and intensity of the matter, decisions making and responsibilities attached with it. There are certain technical posts where the responsibility of individual task is written in the name of a specific individual. In case of accident or mishap the person will be answerable for the situation. It automatically increases the stress of officers. The running of trains is fully in the hands of motormen and guards. They have to take the responsibility of punctuality, mishaps or accidents. It creates stress and is reflected on health as well.
19. The question of work life balance arises mainly in case of running and technical staff. Their working hours are not fixed. The schedule is changing continuously. The locations of work keep on changing. The officers working in shifts have to face similar problems. It creates a problem on family front. Adjusting with the schedule and spending quality time with family becomes difficult sometimes. The officers working for fixed duty hours have hardly any problem related to work life balance. Since their duty hours are fixed they can have sufficient spare time for their personal life.

20. Attitude of departmental officers towards their job is seen to be highly positive. The credit goes mainly to the stability and job guarantee. There is no sword hanging on their head for losing the job. It is the most important factor in today’s competitive world. The situation in private sector is exactly opposite. No one is sure about the security of job. Still some of the railway officers have shown their preference for private sector job. The reasons behind it are versatile like attractive salary packages, scope for innovation, skillful jobs, opportunities for mental growth etc. The officers have developed a sense of belongingness towards their organisation. They show their readiness to defend railways in case of need. It automatically results into value sharing in the department.

21. The officers are keen on developing values in the department. The problems like corruption and shortage of funds hamper their noble intentions. Due to shortage of staff the additional burden is created on the existing employees and automatically stretches the superior subordinate relationships.

22. The problems of officers are hardly solved by unions. Officers are the part of management according to the point of view of unions. Even though officers subscribe the membership of union, it hardly takes any interest in their matters. The partition of management and labour still strongly exists in the orthodox organisation like Indian Railway.

23. Officer’s powers are limited at departmental level as compared to divisional level or zonal level. In addition to that they are burdened with the yearly targets to be achieved. They are caught in the twenty two conditions like shortage of staff on one side and targets to be achieved on the other. Moreover restructuring compels
them to release one percent posts every year. It further brings down the number of employees in the department.

24. The superior subordinate relations are stretched. The generation gap in the department leads to communication gaps. The problems of seniority and juniority are severe. People become adamant in performing their job. The younger ones are not ready to seek advice from the elder ones and the elder ones are not ready to adjust with the ideas of the younger ones. This affects the work environment.

25. The attitude of subordinates to complete only the allocated task is disturbing sometimes. As the job profile of each individual is fixed no one would go out of the way to do any additional task. This limits the possibilities of work distribution and completion of work on time.

8.3.2 Specific Conclusions related to Subordinate Staff

1. Even though subordinate staff has subscribed for the union membership, very few of them have faith in their activities. It’s the peer effect which compelled them to become the member of unions. There are two recognized unions in Mumbai division. The relation between the two unions is stressful. They are competitive rather than complementary to each other. Union has done certain constructive work for the staff but still it carries a negative image. The traditional image of unionism is perfectly carried on by railway unions.

2. Daily records is the most effective way of maintaining discipline in the department according to the subordinate staff but it is practically difficult because of the huge staff strength. Oral warnings can work in most of the cases as people are wise enough to understand their mistakes. Issue of memo and punitive actions are the extreme solutions only in case of serious mistakes or misbehavior.

3. Mission of the organisation is a matter of pride for every employee. Most of the subordinate staff is aware about the mission even though they were not able to word it properly. The mission carries the value to be developed among the employees. It is observed that the subordinates are not oriented properly about the values to be inculcated in the department.
4. Regular absenteeism and political interference are the two major concerns in the development of values in the department. Values like discipline, sincerity and punctuality are expected to be spread in the department. Employees remain absent quite often and also not serious and sincere towards their work. Favoritism prevails on large scale. The seniority issue is given lot of importance. People are not ready to work beyond their job profiles. The political parties interfere in every small matter related to employees and want to highlight their importance. This atmosphere is not healthy for developing a healthy work culture. The work environment is not very positive and people work with their grudges on. Value development is a difficult task in such work environment.

5. The perception of subordinate staff is rated on the five point scale of importance. The human resource aspects like adequate salary, comfortable working conditions, considerate superior, timely promotion, job security are given higher weightage by the subordinates. The monetary and non-monetary aspects are equally important for them. In fact it is observed by the researcher that the subordinate staff is more happy and content if the superior is considerate and the working conditions are comfortable. The perceptions are the mental measurements of various aspects according to their level of importance. The Mumbai division employees rate the working conditions equally important as the monetary returns from the job.

6. The facilities in the department like strength of the staff, computers, furniture, latest machinery and technology and water and sanitation facilities are most important to run the department. Shortage of staff is strongly felt by the subordinates. Latest machinery and technology is not available in the department as well as for the training of the employees. The computers are made available but its number is not sufficient in comparison to the strength of employees. Even the computer training is highly restrained by the senior employees who are on the verge of retirement. Sanitation facilities are available at basic level and they are not professionalized.

7. The satisfaction levels of subordinate staff in terms of five point scale of satisfaction speak about the human resource policies of Indian railways. The
employees are satisfied about the basic policies like salary, working hours, shift duties etc. The policies like promotion performance appraisal are not according to the expectations of the employees. Promotions are not highly performance based. The tenure of service decides the promotion of an individual. This is highly discouraging for the skilled and bright employees. The equal treatment to both disheartens them in terms of achievements. Same is the situation for performance appraisal. It is a routine matter and the appraisal policies are not revised from time to time. The performance indicators are not informed to the employees in advance. They are not aware about the standards against which their performance will be measured. Training facilities need reforms. Values are not the part of training. The induction training does not emphasize on values. The refresher training also does not give much importance to values and development of healthy work culture in the organisation. Health facilities are vulnerable. Welfare facilities are excessive which are resulting into undue advantage by the employees. The image of railway employees is spoilt due to the excessive and illegal use of the facilities like seasonal passes, house peons, railway concessions etc. Facilities to women employees are more than the male employees. It creates a sense of dissatisfaction in their mind. The discrimination in terms of facilities is not good for organisation’s healthy work environment.

8. The feedback is given by the officers about the work carried on by the subordinates. There is a system of regular reporting about completion of work and achievement of target in the department. The staff reports to the supervisor and the supervisor reports to the chief supervisor about the completion of the work in the department. Grievance settlement procedure is active in terms of pension adalat and permanent negotiating machinery. The concerns of the employees related to any policy matter are settled through these two sources. Superiors are available easily for communication but generally it is not welcomed if the hierarchy is broken. The subordinates are supposed to go through proper channels only. Employee counseling is rare in the department. Employees may have personal or family problems which directly or indirectly affects the performance at work.
9. The attitude of subordinate staff is highly positive towards their employer. It is a source of earning their livelihood. Their families are highly dependent on their job for survival. The long tenure of service creates a bond between the employer and employee. Moreover railways being the public service institution it is the most happening entity in commercial and social terms. Hence employees feel proud to be owned by the railways as their staff. They are even ready to defend railways in case of criticism by any one. It is observed by the researcher that the general public is quite indifferent towards railway services and is ignorant about the hard work behind it. They most often have a complaining tone about the services like late running of trains, derailment of railways from tracks, pantograph breakage, signal failures etc. Railway employees try to explain the commuters about the problem and make them realize the situation. The railway employees carry the positive image of railways when they are travelling along with the general public as they are aware about the hard work behind the services.

10. The stress levels of the group D employees are higher. They are involved in heavy work activities. Their work is more of physical nature. Ganemen, khalasis, pointsmen, gatemen have to work hard in all seasonal conditions. The running staff feels the pressure more than the clerical staff. The nature of work and the compensation to group D employees is inversely related. The facilities are also inadequate. The heavy work compels them to opt for certain bad health habits like tobacco and liquor. This deteriorates their condition further. It becomes a serious problem for the family as well. The financial inflows are less and the family requirements are high. Their living condition is also not well. The colonies provided for group C employees are in a poor state. They need immediate repair and renovations as well. They are far away from the work place which increases the traveling time. It adds to the stress further. The frequency of stress is high in technical and operational staff than in clerical staff.

11. The question of work life balance arises mainly in case of running and technical staff. Their working hours are not fixed. The schedule is changing continuously. The locations of work keep on changing. The staff working in shifts has to face similar problems. Family life gets disturbed because of it. Adjusting with the
schedule and spending quality time with family becomes difficult sometimes. The staff working for fixed duty hours has hardly any problem related to work life balance. Since their duty hours are fixed they can have sufficient spare time for their personal life. The problem of work life balance is major for group D employees than group C employees.

12. The treatment given to group D employees by the officers is sometimes inferior and insulting. It creates a sense of rage and annoyance in their mind. This results directly into underperformance at work. The discrimination in terms of compensation is a matter of concern for the group D employees. In spite of the heavy work the remuneration paid is considerably low.

13. The number of station hamals is very low at Mumbai division. There are hardly 173 station hamals that are not sufficient for such large population. The illegal hamals at the railway stations are a matter of concern for them. The Government Railway Police is not taking any action against such activities. Even the station hamals have to attend the accident cases and that too without any protective instruments. The remuneration paid for the same is very low.

14. The ticket checkers are given the yearly targets to be achieved. It raises their stress at the end of the financial year as they have to achieve such target anyhow. The indifferent attitude of Railway Protection Force in case of catching a without ticket passenger is totally passive. They are not willing to register a case against him. Moreover the pressure by the passenger to leave him by the political influence doesn’t allow them to charge him any fine. Their situation is tragic. They do not have any protection in case of the rage of public.

15. The situation of motormen and guard is not different. The protection against public violence is totally absent. The Railway Police Force does not complete its duty properly. This running staff works under high pressure and stress. The space in their cabin is quite narrow. They do not have a place to relax. No water or sanitation facilities are available for them.

16. The running rooms and rest rooms are distant from the stations and not in a good shape. Basic facilities are absent. The loco drivers and guards have to walk long distances to reach the running rooms. It’s quite tiring after long duty hours.
17. The station masters have a long list of duties. In addition to that the shift duties add to their agony. Any activity related to running of the train and railway station has to be handled by him. It increases his stress. The misplaced belongings of the passengers are to be found out by him by contacting the railway stations. This task disturbs his administration work quite often.

18. The pension cases of the operating and technical staff are not resolved quickly as compared to the officers. They are always treated secondary. The cases are delayed further in case of voluntary retirement of an employee.

19. An employee loses his seniority in case of transfer to different division or zone. He has to start from scratch. It discourages the employee to demand the transfer to his native place. He might have his own residential house in his native place or there may be any other reason for demanding the transfer. The transfer policy needs to be revived.

8.4 General Findings

Findings of the study are reflected through the percentage analysis of the responses of the samples of the survey. It creates a base to derive conclusions out of it. General findings are related to the technical analysis of demographics of both types of respondents. It gives accurate information about the personal aspects of the employees. They are as follows:

1. The total number of respondents for questionnaire I is 172. This questionnaire was prepared for railway officers. Officers, assistant officers and supervisors are the respondents in this category. Out of 172 respondents, 39 percent are officers, 49.40 percent are assistant officers and 11.60 percent are supervisors. Total number of respondents for questionnaire II is 1076. This questionnaire was prepared for subordinate staff and they were classified as group C and group D staff. Their percentage is 51.80 and 48.20 respectively.

2. The educational qualification category was divided into four classes for officers. There are 4.10 percent undergraduates, 72.70 percent graduates, 17.40 percent post graduates and 5.80 percent have certain professional qualifications. There are
47.10 percent undergraduates, 34.60 percent graduates and 18.30 percent post graduates among subordinate staff.

3. There is not a single officer in the age group of 18 to 25 years. Almost 51 percent of the respondents belong to 26 to 45 years and 49.40 percent of them are in the age group of 46 to 60 years. Hardly 5 percent of the subordinate staff is from 18 to 25 years age group. Nearly 60 percent are between 26 to 45 years and 35.40 percent are in the senior group of 45 to 60 years.

4. The gender wise classification of railway officers is 55.80 percent are male officers and 44.20 percent are female officers. Among subordinate staff there are 54.30 percent male employees and 45.70 percent are female employees.

5. Almost 80 percent of the officers are married, 7 percent are unmarried and 13.40 percent are widowed, divorced or separated. Nearly 82 percent of the subordinate staff is married, 7.81 percent is unmarried and 10.22 percent is widowed, divorced and separated.

6. The income range of officers is classified into three categories. The percentage of respondents in the income range of Rs.50000 to Rs.60000 is 2.90 percent whereas 37.20 percent of the respondents fall in the category of Rs. 60000 to Rs. 70000. Nearly 60 percent have their income in the range of Rs. 70000 to Rs. 80000. The income category of subordinate staff starts from less than Rs. 30000 and there are 9.50 percent employees in this category. The percentage of respondents in the income range of Rs.30000 to Rs. 40000 is 45.10 percent and 26.40 percent are between Rs. 40000 to Rs. 50000. Only 19.10 percent of the subordinate staff is in the income range of above Rs. 50000.

7. There are less than 3 family members in case of 14 percent respondents in officer’s category. Nearly 65 percent respondents have 3 to 5 members in the family and 20.90 percent have more than 5 family members. There are less than 3 family members in case of 21.50 percent of the subordinate staff. Nearly 57 percent of the respondents have 3 to 5 members in their family and 21.30 percent have more than 5 family members.

8. The percentage of officers whose native place is in Maharashtra is 53.50 percent and outside Maharashtra is 46.50 percent. The percentage of subordinate staff
whose native place is in Maharashtra is 58 percent and outside Maharashtra is 42 percent.

9. Percentage of officers working in Mumbai division for less than 10 years is 4.65 percent. The percentage of officers with work experience between 10 to 20 years is 33.72 percent and more than 20 years is 61.63 percent. The percentage of subordinate staff of Mumbai division working for less than 10 years is 5.20 percent. Nearly 20 percent are in the range of 10 to 20 years of service. The percentage of staff between 20 to 30 years of service is 30.10 and that of more than 30 years is 44.30 percent.

8.5 Specific Findings

Specific findings of the study are the technical analysis of the inclinations of respondents. They are divided as specific findings related to railway officers and specific findings related to subordinate staff of Mumbai division. It is a percentage wise summery of the responses of the samples about various concerns in the work place. They are described as follows:

8.5.1 Specific Findings related to Officers

1. Nearly 63 percent of the railway officers are members of the union whereas 37 percent have not subscribed for union membership.

2. The department and subordinates are handled by officers in different ways. The officers who interact with subordinates and guide them are 61 percent. Nearly 71 percent officers prefer to meet subordinates to instruct and guide them. Nearly 44 percent interact with only few trusted subordinates and almost 89 percent prefer to be connected with their subordinates. Almost 95 percent officers get full cooperation from their subordinates.

3. Maintaining discipline with the subordinates through daily records is preferred by 44.80 percent officers. Nearly 76 percent say that oral warning is a better way to maintain discipline. Issue of memo is preferred by only 27.90 percent and punitive action is a least preferred option for discipline.
4. Only 36 percent of the officers feel that leaders act as a role model for their subordinates. According to 36.60 percent of the officers feel that leaders should set the standard for performance. Nearly 45 percent officers feel that the followers follow the leaders blindly and 81.40 percent are of the opinion that people must follow proper channel as per the rules.

5. A pat on back for good work done is the better way of motivation according to 51.20 percent officers. Written words are more motivating according to 81.40 percent. Nearly 51 percent feel that assigning a special task can be a good motivation for employees whereas recommendation for promotion is chosen as a way of motivation according to only 42 percent.

6. According to 62.80 percent officers most communication in railways is generated at top level. All communication is in writing as per 87.20 percent of the officers. Nearly 80 percent feel that there is no much work related communication and according to 69.80 percent officers, people communicate with one another to solve work related problems.

7. The mission of Indian Railways is known to 90.12 percent of the officers and only 9.88 percent are not aware about it.

8. No consideration is given to the values according to 75 percent of the officers. Nearly 73 percent feel that values are not shared widely. As per the opinion of 58.10 percent of the officers, values matter only at top level. Only 22.10 percent of the officers say that values are widely shared.

9. The major hindrance in the development of core values is interference from superiors according to the opinion of 67.40 percent. Absenteeism is another obstacle as per 61.60 percent officers. Political pressure also plays its role according to 35.50 percent. Malpractices and pressure of work are not the major obstacles according to 94.20 and 73.30 percent officers respectively.

10. Adequate strength of the staff is a major problem in the department according to 72.1 percent officers. It is followed by latest machinery and technology which is not available adequately according to 80.2 percent. Water and sanitation is another concern as per 48.3 percent of the officers. Computers are sufficiently
available in the department according to 70.9 percent and adequate furniture is also available as per 55.2 percent officers.

11. Satisfaction in terms of human resource policies is measured on the five point scale. The monetary returns like salary, increments and non-monetary returns like freedom in decision making, health and welfare conditions etc. are some of the human resource policies in this study. The percentage of officers satisfied with the salaries and perks is 64.50 percent and 18 percent are most satisfied with it. Nearly 47 percent officers are satisfied in terms of increments.

12. The percentage of officers satisfied with working hours is 75 percent. Almost 68 percent are satisfied with the shift duties. Hardly 43 percent are content with the training facilities. Only 11 percent are not satisfied with the leave conditions. Promotion is a matter of dissatisfaction for 42.40 percent officers. Only 24 percent respondents are satisfied with transfer policies. Performance appraisal is a matter of dissatisfaction for 37.20 percent. Health and welfare facilities are satisfactory as per 63.30 percent officers. Nearly 42 percent are not satisfied in terms of discipline. Only 9.90 percent officers are satisfied in terms of the rewards system. Facilities for women employees are most satisfactory for 11.60 percent officers and satisfactory for 33.70 percent officers.

13. Performance feedback is received by 72.09 percent officers. Grievance settlement procedure is available in the department according to 61.60 percent officers. Only 7.60 percent deny that direct access to superior is possible. According to 52.91 percent officers there is no employment counseling facility in the department.

14. The major concerns in the department are rated by officers on five point scale. To ensure strict follow up of rules is rated as most important by 65.10 percent. Around 58 percent officers feel that controlling staff and maintaining good discipline is most preferred. To maintain friendly working environment is rated as most preferred by 76.70 percent officers. Almost 74 percent officers prefer the most to encourage employees to develop their skills for the betterment of the organisation.

15. Only 35.50 percent officers prefer it the most to communicate the decisions from higher authorities to their subordinates. Maintaining cordial relations with all is
the outlook of 70.90 percent officers. Most preference is given to encourage experts to participate in decision making by 51.10 percent and only 14.50 percent officers take the decision themselves and inform the subordinates.

16. Open communication style is most preferred by 53.50 percent and preferred by 19.20 percent officers. Nearly 67 percent officers prefer giving instructions to the subordinates and expect them to be carried out. The relevant information is made available to the subordinates by 66.30 percent officers and only 27.90 percent prefer the most to give information only to the deserving candidates.

17. Problem solving techniques are rated by the officers on the five point scale. Open discussion about the problem is preferred the most by 61 percent officers. The problems are discussed by the officers only with the experts preferably by 73.80 percent officers. Discussion of problems with only closed ones is most preferred by 20.30 percent and preferred by 16.30 percent. Discussing the problem with the senior person in the department is most preferred by 35.50 percent and preferred by 26.20 percent.

18. Perceptions about the job are evaluated where 45.30 percent officers stated that they feel stagnant in their role. The support from superiors is missing in case of 32 percent officers. Only 22.70 percent feel that they get tensed because of their job profile. Full satisfaction is derived out of their job by 67.40 percent.

19. The stress levels of officers are measured where 14 percent officers never experience any stress during their work whereas 56.40 percent experience it occasionally. Frequent stress is experienced by 21.50 percent officers and 8.10 percent experience it very frequently.

20. Work life balance aspects are analysed through questionnaire where 66.30 percent officers are able to balance their work life and personal life. Only 11.60 percent officers stated that their job tends to interfere in their family life whereas 22.10 percent officers feel that their job enhances the quality of their life.

21. Attitude towards job is measured on five point scale where 66.90 percent officers preferred the railway job most. Nearly 55 percent officers stated that they will defend railways if it is criticized by anyone. Only 16.90 percent officers stated their preference for private sector job than railways.
8.5.2 Specific Findings related to Subordinate Staff

1. Membership of railway union is subscribed by 64.30 percent staff whereas 35.70 percent have not shown any interest in union activities.

2. According to 91.10 percent subordinate staff discipline in the department is maintained by keeping daily records of the employees. Almost 87 percent feel that oral warning is the effective way of maintaining discipline. Issue of memo is preferred by only 9.60 percent employees and 92.60 percent are against the punitive action.

3. Nearly 59 percent of the staff is aware about the mission of Indian Railways. Only 41.20 percent do not know it.

4. Interference by the superior in the work is denied by 61.70 percent. Pressure of work is also not a big concern according to 83.10 percent. Absenteeism is the major problem according to 45.90 percent subordinates. Malpractices are prevalent in the department according to 13.40 percent and political interference is experienced by 48.10 percent.

5. Perceptions about the human resource policies are measured on five point rating scale. The percentage of staff for which adequate salary is most important is 77.50 percent. Perquisites are most preferred by 39.50 percent and preferred by 37.10 percent. Comfortable working conditions are most important for 65.20 percent whereas responsibility is important for 35.30 percent. Meaningful work is a matter of importance for 88.10 percent. Technical competency is given average importance by 16.80 percent.

6. Sound organisational practices are most important for 47 percent of staff and important for 39 percent. Job security is highly concerned by 73.10 percent. According to 52.50 percent of the subordinates work should be interesting. Considerate superior is high priority by 73.50 percent. Respect and recognition is important for 38.30 percent. Timely promotion is highly concerned by 58.40 percent.

7. There is no adequate strength of the staff according to 81.40 percent subordinates. Computers are not sufficient as per 50.90 percent staff. Furniture is adequate in
the department according to 46.80 percent staff. Latest machinery and technology is inadequate according to 62 percent. Water and sanitation facility is not sufficient as per the opinion of 46.40 percent of the staff.

8. Satisfaction related to human resource practices is evaluated by the employees on five point scale. The percentage of employees satisfied with salaries and perks is 70.80 percent. Increment policy is satisfactory for 54.70 percent staff. Working hours are also highly satisfactory according to 76 percent subordinates. Shift duty is a matter of concern for nearly 10 percent. Percentage of employees not satisfied with training facilities is 23.20 percent. Leave conditions are most satisfactory according to 22.60 percent and satisfactory according to 53.60 percent. The percentage of employees not satisfied with promotion policy is 32.70 percent.

9. Transfer policy is satisfactory for 54.10 percent. Only 15.50 percent are highly satisfied with the performance appraisal policy and 23.70 percent are satisfied. Less satisfied employees in terms of decision making freedom are 13.20 percent. Only 11.20 percent staff is most satisfied in terms of health and welfare facilities and 33.10 percent are satisfied. Discipline is satisfactory according to 29.60 percent. Reward system is less satisfactory according to 29.60 percent. Facilities for women employees are most satisfactory according to 29.50 percent and satisfactory according to 40.70 percent.

10. Feedback on the performance is received by 62.60 percent of the subordinate staff. Grievance settlement procedure is in existence according to 60.50 percent. Direct access to superior is possible according to 85.10 percent. Employee counseling is not available according to 77 percent employees.

11. Attitude towards job is measured on five point scale where 64.50 percent subordinates preferred the railway job most. Nearly 76.30 percent staff stated that they will defend railways if it is criticized by anyone. Only 18.90 percent subordinates stated their preference for private sector job than railways.

12. The stress levels of subordinates are measured where 14 percent staff never experience any stress during their work whereas 52.90 percent experience it occasionally. Frequent stress is experienced by 20.60 percent staff and 12.50 percent experience it very frequently.
13. Work life balance aspects are analysed where 77.70 percent subordinates are able to balance their work life and personal life. Only 10.80 percent subordinates stated that their job tends to interfere in their family life whereas 11.50 percent staff feels that their job enhances the quality of their life.

8.6 Conclusion

The researcher observed the responses of the officers and subordinates and derived the conclusions after critical analysis of the data. It is seen through the study that the values in the department can be inculcated only after effective implementation by the superiors. Subordinate staff is ready to welcome the changes in the work environment only after their problems are solved. The discrimination between the staff should be reduced or rather removed. Equality will spread the values easily. Work environment will be positive only after the enough strength of the staff and fund is infused in the system. Extra efforts are required on the part of superiors to handle the subordinates more skillfully. The relation between the superior and subordinates will improve to a large extent. Indian railways need to change from the social image to corporate image which will derive more revenue and funds for effective functioning of the organisation. Mumbai division need transformational changes in its organisational structure both physically and hierarchy wise. It will strengthen its position.