Chapter 9

Suggestions and Recommendations

9.1 Introduction

The researcher critically evaluated the primary and secondary data. Primary data collection was a combination of questionnaire data as well as interviews of the retired as well as in charge railway officials. It extended the insight into the practical experiences of various administrative levels of railway employees. Secondary data was gathered through review of available literature. It provided the base for the research of this topic.

The suggestions are divided as general suggestions and specific suggestions. General suggestions are related to railway administration and Mumbai division as a whole. Specific suggestions are related to subordinate staff i.e. clerical and operating staff and to the officers. These suggestions will definitely help to improve the working conditions, work environment and overall work culture in different departments of Mumbai division.

The recommendations are also divided as general recommendations and specific recommendations. General recommendations are for the overall functioning and administration of railways. More of the policy and strategy related suggestions are provided through it. Specific recommendations are for bringing reforms in the working style of subordinates and officers and transformation of work culture. The establishment of revised value system will provide a fresh insight to the railway staff which in turn will reflect into improved work culture.
9.2 General Suggestions

1. Indian Railway is always confused in establishing its image in society. It is caught between the identity of social organisation and commercial organisation. The mission of Indian Railways reflects the social or service institutional image of railways. It totally focuses on rendering the service to passengers by taking care of their safety and security. The commercial angle is missing and is not reflected anywhere through the mission and objectives of the organisation. It creates a particular impression in the minds of employees and the society as well. Neither the staff nor the public bothers to consider it as commercial profit making organisation. The expectations of society raise and they start considering railways as their property. It shakes the basic purpose of starting an organisation. Even though the ultimate aim of Indian Railways is serving the commuters, still importance of profit making cannot be ignored. It can serve society comfortably only when it has sufficient revenues in its treasure. The researcher feels that the mission of Indian Railways should be revised with inclusion of commercial objectives in it. Also, the mission and objectives should be always visible to not only employees but also to the society as well. It should also become a part of training where employees should be enlightened about the depth and scope of the mission. It will help to create a better image of railways. This will also bring remarkable change in the behaviour of staff as well as passengers.

2. It is observed that 30 to 35 percent of the staff is retiring by the year 2016. Senior staff is always an asset for the organisation. Their experience and skills are always proved useful for the welfare of the younger staff. The retirement age of the technical staff should be raised to 65 years. A person remains physically fit due to quick and better medical facilities available. His working capacity remains intact till many years of his age. Even retired employees should be reengaged with due compensations. There is a wide generation gap between the senior and junior railway employees. Attitude of juniors is quite selfish. Their tendency is inclined more towards rest and less hard work. The devotion and dedication of the senior
employees is hardly found in the new generation. The young employees are more practical and emotions hardly matter for them. They are not bound to the organisation emotionally like the old employees are. The combination of vast and rich experience of elder employees and practical approach of young ones will lead railways to the desired level of performance.

3. Certain policy decisions are urgently required to be implemented. The complaints of absenteeism are quite common in railway offices. Late arrival of employees including officers is not a new phenomenon. Biometric attendance system should be implemented in all offices of Mumbai division. It will keep a check on the arrival and departure time of the staff. Even number of leaves should be curtailed. Large number of leaves is also one of the reasons for continuous absenteeism of employees. It affects the overall performance drastically. It also brings down the morale of the sincere and regular employees. The question is raised about the welfare facilities provided to railway employees. The railway travelling passes allotted to them are illegally utilized by their family members. Also the season passes issued to them are not valid for travelling to long distance. One pass is utilized by them frequently where they are supposed to use it only once till it is checked by the ticket checker. Such privileges should be curtailed so that they will understand the value of such facilities. Strict fines or punishments should be levied on them in case of default.

4. The issue of employees’ security is serious. The researcher observed that there was no security guard in any of the railway office even though they are appointed officially. Security system has a very casual approach and safety of employees is not taken into consideration seriously. The identity card of any entrant is not checked. There is free entry and exit. Even CCTV cameras are not installed in any office or at any entrance. These lethargic security conditions reminded the researcher of the terror attack on Chhatrapati Shivaji Terminus station in 2008. All railway offices are situated in railway station premises and there is total absence of security. The Railway Police Force should understand their duties seriously and
implement it. Also CCTV cameras should be installed in major crowded areas and the administrative offices of Mumbai division.

5. Computerization started in railways in the year 1994 and the internal software system was installed in 2006. Even though technology is spreading its hand rapidly, railway is still running behind the time. The reason given by the railway authorities is shortage of funds. There are still many departments where computers have not reached. Work of many employees can be done by one computer. Railway is unnecessarily wasting its financial resources on the compensation of its excess staff. Number of computers should be increased and simultaneously the staff should be trained to use these machines.

6. Working conditions in railway departments of Mumbai division need to be improved. The maintenance and repair work should be consistent. The head quarter of Mumbai division is at Chhatrapati Shivaji Terminus railway station. All departments are situated in one building itself. The entrance of each department is narrow. It is risky in case of any mishaps like earthquake, fire etc. It will be difficult for the employees to escape through such narrow places. Also the internal infrastructure is not in a good state except few departments. The large number of employees and huge nature of work make it impossible to renovate these offices. The density per square meter is more than prescribed. Basic furniture is also not in a good state in some of the departments. There is no personal space for an individual. The organisation structure is complicated. These conditions affect employees’ morale negatively. They do not feel mentally peaceful. It affects their performance. The condition in all other offices of Mumbai division is more or less the same. These problems should be solved with due care and attention. Larger space should be made available for the departments and each individual should feel pleasant in his working place. The culture in the organisation can be improved only after the infrastructural arrangements.
7. There are suggestion boxes on many railway stations but not on all. This concept of suggestion box can be implemented for employees as well. They have many innovative and constructive ideas in their mind which may be helpful for the working of the department. Any individual can express himself freely through writing on papers rather than talking in front of a senior. The grudges and complaints of employees can be entertained, if valid through this concept. The suggestions given by public can be useful. This idea is one of the means of developing employee loyalty and closeness towards the organisation. People feel the sense of ownership and belongingness.

8. The problem of corruption is deep rooted in Indian Railways. It starts at recruitment stage in the form of accepting bribes for selection of a candidate. There are many cases reported of bribes for promotion in personnel department. Inflating the bills and tampering with purchases of materials in stores department is not new. Engineering department is not behind in these activities. Deals with contractors, price corrections, false tenders, fixation of bids are the types of corruption in engineering department. This disease is spread from higher levels to lower levels. Even though Recruitment Board is sincerely attempting to make the recruitment procedure transparent, the opportunists search some loop holes in it and benefit themselves. Strict check and surprise visits by vigilance department should be done to control such activities. Ethical values should be a part of officers’ training.

9. Health related aspects need drastic improvements. Employees are not happy with the health and hospital services. There are no MRI instruments, no dialysis facilities. The bed strength of hospitals is insufficient for such a large number of employees. Specific hospitals are prescribed for treatment for specific diseases but the waiting period is very long due to large number of patients. Support system is bad and non-cooperative. Doctors have to take permission of seniors for every single decision. Health of the employee is very sensitive and important issue which should not be neglected by the authorities.
10. Railways should be considered as a part of society. Citizens have the wrong notion in their mind about ownership of railways. They consider railways as their private property and do not respect it. It is their birth right according to them to use the railway services as per their wish. The working of railways will not improve unless commuters stop behaving irresponsibly. Media should be utilized effectively to create awareness and seek public cooperation. Short films and videos can be displayed not only on railway stations but also on television channels. The safety and security measures should be tightened. Government Railway Police and Railway Police force should be more active in taking disciplinary actions against defaulters. Heavy fines and punishments should be imposed and effectively executed to maintain the quality of railway services.

11. The recognized unions are said to be working for the welfare of employees. Their role should be more constructive and the execution of work should be clearly seen. Employees do not have very positive image of unions in their mind. They remain neutral when it comes to membership of union. The relations between union members and management should not be stressful. The overall working of unions should be more effective and impressive. It will create trust and faith in the minds of employees as well as management. The political interference in unions should be completely removed.

12. The schools for railway employees are running into losses. There are no students in schools due to non-availability of teachers and poor quality of education. There is rising trend among railway employees to send their ward to private schools. They are ready to pay the high fees of such schools. These railway schools should be either revived completely or should be closed down.
9.3 Specific Suggestions

Specific suggestions are related to railway officers as well as subordinate staff. They are mentioned as below:

9.3.1 Specific Suggestions related to Railway Officers

1. The role of participative management is vital in case of railway officers. It is observed by the researcher that the Railway Ministry and Railway Board convey their policy decisions to the zonal managers and he in turn passes them on to the divisional officers. The duty of divisional officers is mere implementation of these decisions. The departmental officers are pressurized by the divisional manager to achieve the targets. There is no participation of these officers in policy decision. Railway should inculcate this practice of participative management which will make its policy decisions more realistic. The actual problems and practical difficulties faced by the departmental officers can be discussed face to face and can be considered while finalizing these decisions. There will be sense of recognition and ownership in the minds of officers. Their interest and enthusiasm for work will increase and they will work wholeheartedly for achieving the organisational goals.

2. Researcher observed lot of internal conflicts among subordinates about work distribution, transfer of work from one section to another and from one person to another. There are disagreements on one issue between two in charges. This situation happens because of lot of designations in the authority hierarchy. There is lot of communication gap between two layers of hierarchy and the message does not reach clearly to the next level. The section officer of each department should take the responsibility to divide the work among the superintendents and they should get it done through the employees under their span of control. This division of work and clarity of responsibility helps to avoid confusions. The work environment remains happy and healthy. The controlling authorities should use their supervisory powers skillfully and make people head towards the target.
Favoritism was repetitively mentioned by the employees throughout the research duration. This practice of favoring some selected employees spoils the environment in the department and sincere employees get demoralized. Values like impartiality and transparency in work should be strictly followed by the officers and they should set an example for their subordinates as well.

3. The vacant posts in each railway department of Mumbai division have become a headache for the concerned officer. Every year one percent of the total number of posts has to be surrendered compulsorily due to internal restructuring policy of railways. As a result of this lot of posts are lapsed and there is a shortage of staff in the department. The burden of workload does not reduce in equal proportion. In fact, it goes on increasing every year due to the rising expectations of the policy makers. This creates additional burden on the existing employees. The officers are compelled to set high targets which are generally beyond reach of the present employees. This disturbs the whole situation and the superior subordinate relations get stretched. Setting achievable targets by explaining the whole situation to the employees can be one solution to such problem. The superiors and subordinates should meet quite often so that there will be open conversation between them and less chances of misunderstandings about each other.

4. It was observed by the researcher that voluntary retirement cases of the office staff are resolved quickly but same is not the case with operating staff in the departments. Their pension cases take comparatively long time to settle. Also, lot of hurdles is purposely created in such cases. The welfare inspector should take serious note of such complaints and the required help should be extended to them.
9.3.2 Specific Suggestions related to Subordinate Staff

1. The job profile of motormen and guards is a serious issue. The loco drivers or motormen are the staff of electrical department and guards are from operating department. The nature of their job is stressful. The guards not only maintain punctuality of trains but also have to handle the accidents on the tracks. They have to render the first aid help to the accident victim till the station master sends the railway hamals for their help. The accident victim is handled by the guards without hand gloves. There is fear of infection. The first aid box available with them has only basic medicine and the severity of accidents cannot be handled with such limited medicines. Moreover any mistake done by the guard in terms of his duty leads to direct cut in the salary without any warning. There is no proper arrangement of water or basic facilities in the motormen or guard’s coach. When they are on the long journey of mail or express trains the conditions become more pathetic. The running rooms on the railway stations lack basic facilities. Rest rooms are available for them at particular destination. But they are not in good shape. They are far away from railway stations and it becomes difficult to reach especially during rainy season. This running staff is not satisfied with the duty hours. Long duty hours disturb their family life. Also there are no specific standards to weigh their work which indirectly affects their performance appraisal. The number of guards and motormen is less due to shortage of staff. They have to do double shifts quite often. It increases their stress levels and leads to some physical and psychological problems.

The job profiles of motormen and especially guard should be modified. They should not be given any extra duties than running of the train. Rest rooms and running rooms should be improved in terms of quality and number. The training facilities for them should include the interpersonal skills, relaxation techniques etc. to keep them psychologically sound. The communication between the senior departmental officers and the running staff should be constructive. Their problems and complaints should be taken care of. The safety aspects of motormen and guards are serious. In case of delay of trains or technical problems,
they are the first one targeted by the public. It demoralizes them and also spoils their public image. They are not at fault in case of technical problems of trains but commuters are not in a mental state to understand this fact. Their safety should be guaranteed in such cases.

2. Downsizing of the departments in Mumbai division is continuously increasing pressure on the present employees. It may become possible to manage with the available strength in personnel or account department but technical departments cannot manage with the reduced staff strength. The heavy technical work requires enough number of employees. Cost cutting and restructuring should be restricted to non technical departments only.

3. The researcher observed the bad working conditions of the class D staff working in tracks. Repair and maintenance work done by them demands working in tracks or on railway stations for long working hours and in all seasonal conditions. The basic facilities like uniforms, shoes and safety equipments are absent. The reason stated is shortage of fund. This category of staff does not have any motivation for work. They easily get addicted to bad habits due to heavy work. This in turn affects their families.

4. Most of the class D staff is engaged in unproductive work in different departments. The young people in this category are highly qualified. Some are post graduates even. Their knowledge and strength can be utilized for the meaningful work in the department.

5. It is found that employees take undue advantage of the liberal attitude of their seniors. They are not punctual and sincere in their work. Finally all employees receive the same treatment and compensation. The sincere and honest employees cannot tolerate this and there are disputes in the department. Every employee should be honest to his duties and responsibilities.
6. The subordinate staff should be actively involved in policy framing and decision making activities. Participative management should be practically implemented. This subordinate staff is going to be senior staff in few years. They should get trained for such activities. This system will inculcate good work related values in them.

9.4 General Recommendations

General recommendations are related to policy decisions of the higher level management. Various administrative aspects are analysed and recommended which will lead to constructive work culture in Indian Railways. They are as follows:

1. The organisational restructuring should be impartial. It is observed by the researcher that only certain ‘targeted’ departments only have to surrender their posts. The manpower strength of other departments remains untouched. Some of the officers are selfish enough to show their efficiency through cutting of staff strength. This benefits them in future in terms of promotion and rewards. Manpower planning should be carefully handled by the Railway Board.

2. The policy decisions by Railway Boards related to recruitment and selection should be transparent. The performance appraisal process should be modernized according to recent work patterns. The welfare facilities of railway employees should be curtailed. The leave conditions are discriminatory for male and female employees. Female employees get two years fully paid child care leave whereas male employees get only fifteen days. This clause should be rationalized.

3. More number of zones and divisions are required for effective administration of railways. The number of zones today is seventeen. It should be increased so as to reduce the burden on the existing zones. Also the number of divisions should be increased in each zone. It will decentralize the work and authority as well. Functioning will become more smooth and transparent.
4. The most confusing thing about railways is its long list of designations. It is a form of ‘tall’ organisation in terms of levels of authority and each level has numerous designations. The effectiveness of a decision diminishes as it reaches to the lowest authority. The researcher feels that organisational restructuring should be supported by internal restructuring as well. The authority levels should be merged together to become more effective. Decentralization of authority should be practiced. More and more decisions and responsibilities should be given to subordinates. The freedom to decide their way of working is equally important. Protocols are highly followed in railway departments. Lot of time is wasted in it and the intensity of work decreases. These protocols should be brought to minimum possible extent.

5. Gazetted officers of railways are still enjoying the legacy and royal treatment of British era. Times have changed but the impact of British is still the same. There is a provision of residence peon for the gazette officers. It increases the financial burden. These officers are also served royally on their duty. The maintenance of their offices and office staff becomes a costly affair for railways. Lot of money can be saved on such unproductive expenditures. Further, there is a trend to absorb these class D staff in railway administrative offices. This practice is unethical.

6. Shortage of funds is the most discussed issue in Indian Railways. Departments of Mumbai division have to suffer financially due to limited allocation of funds. The Railway Ministry disburses fewer funds at zonal and divisional levels to recover the loss. The best alternative to compensate the loss is increasing fairs of the train journey. There is no other medium as cheap as railways as on today. People do not understand its worth and wrongly utilize these services. Rise in fairs of tickets as well as waiting rooms will make them realize the importance of railways. The typical Indian mentality is people value the expensive things as they have paid higher. The fines and punishments should be stringent and strictly followed.
7. The private sector regulations should be made applicable to railways. The recruitment, promotions should be exclusively performance based. The appraisals should be critical. The raise in salaries should not be yearly affair. Unnecessary welfare facilities like seasonal passes, housing facilities should be cancelled. The atmosphere in the departments should be more competitive than lethargic. The employees should be kept on toes to achieve the targets and should not be granted any concessions. Training should be rigorous and results should be strictly evaluated. These transformations can build the image of Indian Railways as efficient and competitive.

8. The concept of Public Private Participation should have been implemented long back in railways. Indian Railways is starving of finance. It is continuously presenting its loss making budget in Parliament. On this background, the announcement by the Railway Minister Mr. Suresh Prabhu to introduce PPP concept for development and progress of Indian Railways sounds very practical. The support of public sector enterprises is going to prove very helpful for railways.

9. Indian Railways have already outsourced some of its activities like reservation, catering etc. But less attention is given to the cleaning and hygiene of the employees. Group D staff is supposed to maintain cleanliness and hygiene in the departments. This staff is loaded with versatile activities and the work of cleaning is ignored in the pressure of other activities. This task should be outsourced to the professional cleaning agency. No doubt, it will add to the expenditure but employees will be happy with the arrangements. The problem arises mainly with women employees. The rest rooms in many departments are not maintained in the hygienic conditions which may affect the health of employees. The personnel department is in charge of calculation of the compensation packages of all the employees of Mumbai division. The number of employees in this department is considerably large. Railways can opt for outsourcing of pay package calculations instead of payments of such a large number of employees. This will cut down the expenditure of railways to considerable extent.
9.5 **Specific Recommendations**

Specific recommendations are related to policy decision specifically about the officers and the subordinate staff. They are as follows:

9.5.1 **Specific Recommendations related to Railway Officers**

1. The running staff like motormen and guards consists of large number of males. Female employees in this field are rarely seen. This job can be handled by female employees equally responsibly. The discrimination of gender in offering this job should be stopped. The family concerns bother equally to both male and female. The capacity of females to handle this job should not be doubted.

2. Departments in Mumbai division are not working in cooperation but there is unhealthy competition amongst them. Every department is trying to prove itself as the best performing department. It is creating a serious negative impact on the overall functioning of Mumbai division. The major reason behind this competition is shortage of funds. Funds are allocated on the basis of performance of the departments. Better the performance, higher the allocation will be. The officers aspiring for promotion are the main culprits in it. They exploit the subordinates for achieving the departmental targets and prove themselves efficient in front of their seniors. The recommendation of general managers for promotion plays a very important role. This competition should be transformed into cooperation. The performance of the division matters than the individual department.

3. Top management of railways is keenly interested in creation of constructive work culture in the organisation. Our new Railway Minister, Mr. Suresh Prabhu is the best example. He is consistently working to bring the innovative and positive transformations in the railway industry. What lacks is the support of the officials. There are some administrative officers indulging into corruption, bribery, scams
which spoil the image of the Railway Ministry. Many of the ministers and higher
level officers had to leave their chairs due to such blames. Orientation of the
officials should be done through managerial development programmes so that
they will be united in achievement of the organisational goals.

4. There will be difference in the perception of human resource aspects by officers
and by subordinates. Officers feel that employees should be given proper pay and
welfare facilities and they will be happy. But unfortunately reality is different.
According to survey by the researcher, the employees have given preference to
considerate superiors and better working conditions. This gap between the
perceptions should be properly understood and officers should change their
behaviour and attitude towards their subordinates accordingly.

5. The leadership style of railway officers should be more constructive. It should
reflect the enthusiasm for achievement of the set targets. Rather than strict follow
up of rules and regulations they should emphasize more on result oriented
performance of the departments. The access to superior should be easy. Superior
officers should be more approachable. The working style of officers demands
change. It should be more objective and result oriented than subjective and
focused on specific individuals only. Favoritism should be avoided by the
officers.

6. The work related values can be inculcated by the officers in their department if
they really strive hard towards it. Eradication of corruption is most important.
Transparency in the work can change the mind set of employees and they will
become more open towards management.

7. Span of control of each superior should be reduced to have proper control and
effective administration. Due to large number of staff under the supervision of
one officer the control becomes difficult and the superior lose his hold on the
staff. Also the communication channel becomes ineffective. The original message
doesn’t reach the final level of hierarchy and it results into something else than
the original orders.
9.5.2 Specific Recommendations related to Subordinate Staff

1. The subordinate staff should work in teams rather than individually. Team work will reduce the communication gap between the employees. The interdependency of the staff will bring them closer. It will also improve their relations with each other. The nature of job in any railway department is independent than interdependent. This does not create a bond between the employees in terms of work. This will also provide a solution to the shortage of staff problem. When people will understand each other’s job it will be easier to handle the additional load of work. The job profile of employees should be flexible.

2. The subordinate staff should be actively involved in policy framing and decision making activities. Participative management should be practically implemented. This subordinate staff is going to be senior staff in few years. They should get trained for such activities. This system will inculcate good work related values in them.

3. Most of the class D staff is engaged in unproductive work in different departments. The young people in this category are highly qualified. Some are post graduates even. Their knowledge and strength can be utilized for the meaningful work in the department. It will also help to reduce the additional burden on the exiting staff due to shortage.

4. The designations of subordinate staff should be curtailed. Various types of job should be brought under one general title for operational efficiency. The existing designations unnecessarily increase the administrative work and time and energy is wasted in it. Also the income slabs of group C and group D staff should be more generalized. It will bring uniformity in working.
9.6 Development of a Model

The researcher has done a thorough analysis of the various aspects about the Indian Railways. The Railway Ministry at the apex level to the group D staff at the lowest level is minutely observed. The organisation structure of the whole system and also of the department is observed. The researcher feels that increase in the number of zones and divisions will improve the functioning of railways. Administrative levels in zones and divisions should be reduced. The long hierarchy of the authority in the department nullifies the effect of the decision. The Senior Officer, Assistant Officer, Section Officer, Junior Section Officer, Chief Office Superintendent, Office Superintendent, Head Clerk, senior clerk, junior clerk, various levels of class D staff is the long hierarchy in the department. This should be shortened. It will result into –

1. Better communication
2. Effective control and supervision
3. Impressive motivation
4. Effective leadership
5. Better decision making

The researcher also suggests reducing the span of control of each supervisor.
The model suggested by the researcher for effective management is as follows:

**Model 9.1 - Work Culture Model for Indian Railways**

- The Railway Ministry and Railway Board
  - Decentralized Decision Making
- Additional Zones and Divisions
  - Distribution and Division of Work
- Divisional Management
  - Delegation of Authority
- Departmental Management
  - Effective Coordination
- Less Designations at Departmental Level
  - Effective Communication and Leadership
- Team Work by Departmental Officers
- Development of Organizational Values
- Team Work by Subordinate Staff
- Constructive Work Culture
The Railway Ministry and Railway Board should decentralize the power and authority by creating additional zones and divisions. The existing zones and divisions are not sufficient to handle the increasing work load. The number of passengers for railway transport is increasing day by day. It stretches the capacity of the zones and additional burden on the divisions. Decentralisation will lead to distribution of additional work and hence the load on Railway Board will be reduced. Delegation of authority at divisional management and departmental management will empower the staff and will also ensure active participation on their level. More the staff is empowered; more will be the willingness to work. Transparency in the work will lead to team spirit among employees. The major obstacle in case of organisational hierarchy of railway department is ‘tall organisation’. Large number of designations at each level leads to delay in work and also effective decision making. Communication and leadership can be effective only when the hierarchy is short. Barriers to communication develop in case of tall hierarchy. The departmental authorities will be able to communicate impressively with their subordinates when they are easily accessible. The bureaucratic functioning creates lots of limitations on communication. The officers can be effective leaders when they have direct communication with their subordinates.

Departmental officers need to develop a sense of unity for carrying out any task of their department. There should not be intra or inter departmental competition. Rather inter departmental cooperation need to be developed. The values nurtured in Indian Railways like integrity, unity, discipline etc. can be effectively inculcated in the departments when people work united even though they are from different departments. This spirit of cooperation and unity needed to be spread among the subordinates as well. They are the followers of their seniors. It will create a better organisational culture in Indian Railways. The feeling of commitment and integrity can be developed only when the organisation is run united with the sense of belongingness.
9.7 Scope for Further Study

Although researcher has covered various aspects related to work culture of railways there still lays possibilities for further research. This study covers the work culture related aspects only from human resource management point of view. The other aspects of work culture like organisational excellence, empowerment and total quality management can be studied. The scope for further study is as follows:

1. The study of financial management of Indian Railways
2. The study of workshops and affiliated institutions of Indian Railways
3. Comparative analysis of the zones or divisions of Indian railways
4. Comparative analysis of other modes of transport with administration of railways

The researcher looks ahead for the further possibilities of the study which will provide greater insight into the concerned area of research.

9.8 Conclusion

The suggestions and recommendations to Indian Railways and specifically to the Mumbai division will hopefully enhance the quality of administration and efficient functioning of the organisation. The work culture of the organisation should be improved to such an extent that it should be reflected through the behaviour of each and every employee. The growth prospects of Indian railways are very high but possible only under the transformational leadership which will bring extensive alterations in its working style. The researcher is positively hopeful towards achieving the desirable work culture and organisational values in the huge service organisation called Indian Railways.