SYNOPSIS

ON

A STUDY OF WORK CULTURE IN INDIAN RAILWAYS WITH SPECIAL REFERENCE TO MUMBAI DIVISION

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A STUDY OF WORK CULTURE IN INDIAN RAILWAYS WITH SPECIAL REFERENCE TO MUMBAI DIVISION

1. Introduction

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

Maharashtra is the third largest state\(^3\) and its capital—Mumbai is one of the most populated cities in the world\(^4\). As in case of other metropolitan cities in India, the population of Mumbai has also grown rapidly in the last 20 years. It is one of the largest cities of India in terms of population, business and trade activities. Being the Business Capital of India, a large majority of the Mumbai’s population includes migrants from the other States of India in search of better employment opportunities. Mumbai’s public transport system consists, primarily, of rapid transit systems on exclusive suburban railway lines augmented by commuter rail on main lines reaching out to outlying suburbs. Urban cities have come to realize the importance of railways. Also, unlike other industries that gear up themselves with modern equipment, accessories and accoutrements over a period of time, railways too has moved to change and arm itself with modern technology at a much faster pace. It has shrunk distances between distant towns and mainstream cities in addition to giving a boost in a big way to Commerce and Trade. The role of Railways over the years has thus turned vital and become more crucial vis-à-vis the changing economic, social, demographic and environmental scenario.

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\(^1\) Census, 2011.
\(^2\) India’s Transport Sector, World Bank, 2011.
\(^3\) Most urbanized State, The Times of India, July 20, 2011.
\(^4\) India stats: Million plus cities in India as per Census 2011", Press Information Bureau, Government of India, October 31, 2011.
Indian Railways has rich legacy of values and norms that have helped it sustain its place in the country. It is run and regulated by Ministry of Railways which plays a decisive role in shaping the work culture. Efficiency and performance of railways depends on work culture of its various departments. The Railway Boards execute the decisions taken by the Railway Ministry. Railways remain constantly in contact with public in general. The existing work culture, job profile of employees, leadership styles, incentives and working conditions influence the efficiency and effectiveness of the railways. The administrative or railway staff indulged in operational imperatives has to face the commuters daily in various roles. As the railway network is vast and far reaching, the numbers of commuters swell to unexpected levels; the situation in such circumstances threatens to go out of control. The number of railway staff required to run services adequately is comparatively less in proportion owing to an alarming growth of number of commuters. This creates tension and stress among the railway staff. The mechanical and operating work on the field becomes even more challenging and difficult during different weather conditions. Their capacities as human beings being limited, unforeseen constraints crop up limiting their behaviour in terms of rational propriety in different situations. This study intends to take cognizance and highlight the attitudes and behaviours of various railway employees indulged in their day-to-day work on different fronts. With respect to this contextual background, the researcher intends to undertake a study of work culture, its impact on employees, their job satisfaction levels, commitment to the job and the work-personal life balance.

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

2. **Rationale of the study**

Mumbai being the commercial capital of India, it offers a large number of employments and thus attracting a large number of people from rural and semi-urban areas of India. An affordable monthly season ticket has made suburban transport system the main mode of transport for the people of Mumbai. With the geographical spread of population from south to north and the location of Central Business District in the South, the suburban rail network will continue to be the principal mode of mass transit in Mumbai. At present, 6.6 million commuters of Mumbai use the existing facilities every day.\(^5\) In spite of growing and heavy demand, the railways have successfully provided efficient and reliable service so far.

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

As rightly stated by Mr. R. N. Misra,\(^6\) the railways were functioning by the rules prescribed in the old Act of 1890 which has proved to be redundant in many ways. It was almost after a century that the new Indian Railway Act 1990 replaced the old one completely by incorporating new sections and amending, rationalising and rearranging existing ones in the entirety. The framework of the original railways system was inherited by the Indian Government in 1947. There was a need to adopt a new process of functioning with the change in the set up. Although the broad structural pattern remained the same, some adjustments in the functioning were brought about with a view to changing ideology, purpose and programme. The new management process with a three-tier system i.e. central, zonal and divisional was set up with a different structural pattern for each. The huge organisation started functioning under the control of Ministry of Railways and administered by The Railway Recruitment Boards. Below the ministry were zonal offices headed by General Managers supported by at the bottom—the Divisional Railway Managers. It was classified into sixteen different zones for facilitating the effective administration and control. Each zone has certain number of divisions and under each division there are certain numbers of departments. The organisational structure represents the scope of railway network. The number of employees is also huge to manage this network. Based on the vision of Indian railways, it has laid down certain norms, quality policies, discipline to be followed by every department. It forms a pattern of work culture in the organisation and employees are supposed to follow it. Due to increasing population, there is rising demand for the facilities from railways. It automatically increases the workload of employees. Their efficiency depends upon the effectiveness of higher level management. However, the highest authority is vested in the Railway Board at New Delhi and by the time the decision reaches the divisional level, it loses its force and effectiveness. The significance of the lower level employees and their motivation is lost as they get a rare opportunity to reach the top level.

Indian railways are continuously advancing in the scope of its network. In the post-globalization era, the technology has made an impact over the functioning of Indian

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

Since the dawn of civilization, every organisation has cultivated certain core values which make the organisation strong and successful. The basic problem with respect to government institutions is how such institutions can be made people oriented. Their original set up, the tradition bound value system, and the bureaucratic ways of functioning are the factors that make any organisation ineffective and indifferent to the problems of the society.

There are challenges of rapid urbanization. World Bank estimates that by 2017, 500 million Indians, nearly 38 percent of India’s population will be living in the cities. There is an estimation that 61 percent of Maharashtra will be living in cities by 2026. Being the largest public transport system, the Indian Railways has to adapt to these migratory changes and equip itself according to the demands of the society.

3. **Objectives of the study**

The study deals with a variety of aspects related to the work culture and working conditions in the internal administration of Indian railways. The policies of Railway Ministry and decisions by Railway Boards are extremely important in deciding the work environment of railway departments. The general managers of divisional level are the
authorities who decide the work environment of departmental level. They have to follow
good human resource practices while effectively implementing the government
regulations. Railways being the principal transport system responsible for the easy
commutation of people and goods, have to work for the progress of the society which
requires a planned order of work related system and values. The organisation, primarily a
service entity, is directly linked to providing smooth transportation facilities to the
society at large. This increases the work pressure on its employees automatically. The
values existing in the present set up and the extent to which they are followed constitute
the key research problem in this study. Considering the long tradition of Indian railways
and huge number of employees, the researcher has following objectives in mind for the
study:

3.1 To study the basic Work Culture, values and Working System in Indian railways

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

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

3.2 To analyze the impact of organisational culture on the performance of employees in the railways

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

3.3 To assess difficulties in the development of organisational values

There are certain drawbacks of the public sector enterprises. The bureaucratic style of functioning lays down hurdles in the path of developing organisational values. This hampers the effective application of core values in day-to-day administration of railway departments. The researcher intends to verify whether such practices exist in the railway departments. Bureaucratic interference, political pressure, pressure of work, absenteeism and inadequate recruitment leading to the shortage of staff are some of the limitations demoralizing the railway force. Bureaucratic interference is due to the fact that railway department at zonal level is controlled by the Railways Ministry. All policies, right from recruitment to retirement, are formulated and implemented by the Ministry through Railway Boards. This always leads to unnecessary paper work, delay in decision making and inconvenience to employees. Political pressure plays its own role. Railways are also badly criticized for delayed service and inefficient handling of crowd. Shortage of staff and shortage of funds are the core problems in developing a supportive work culture in railways. Its vast spread network also makes it sometimes impossible to plan the activities effectively.
3.4 To examine the reasons of limited application of organisational values

Railway employees have induction training programmes for various levels. The organisational values are taught to them during these programs. But they find it difficult while actually implementing these values in their routine task. Being the Financial Capital of India, Mumbai has a huge population and still migration from other states is a problem to be attended to. It increases the commuters’ pressure on railway system. Accommodation of continuously increasing commuters into the limited number of trains becomes a challenge for the railway staff. There are many technical problems due to which the trains get delayed. Commuters react to such situation in violent manner. It increases the stress on the railway staff, like motormen, guards, station masters etc. It finally results into health related problems. Lack of adequate infrastructural and physical facilities is also the limitation in non application of values. The researcher also feels that the factors like effective performance appraisal and feedback, accessibility to superiors, counseling, timely redressal of disputes etc. are equally important in cultivating effective work culture. Such factors are taken into consideration by the researcher to achieve the above objective.

3.5 To offer suggestions to improve the work related values

The researcher analysed various human resource components crucially. The human resource policies, perception of employees towards those policies, training programmes, promotion and transfer policies, communication and leadership systems are studied thoroughly. These areas need certain improvements to make the present work culture better. The sources from whom the suggestions are gathered are varied. Operating staff, higher level officers, retired railway officers are interviewed to receive suggestions in crucial areas. The lowest level employees in terms of hierarchy have been a great source of information.
3.6 To develop a model of Work Culture and System that can be implemented in the existing set up

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

4. Methodology of the study

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

4.1 Geographical coverage of the study

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

**Mumbai Division**

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

• Kalyan Jn - Kasara - Igatpuri (Inclusive)
• Kalyan Jn - Neral Jn - Karjat Jn - Lonavala (Inclusive)
  • Neral Jn – Matheran (Narrow Gauge)
  • Karjat Jn - Panvel
  • Karjat Jn - Khopoli

The justification of selecting Mumbai division is as follows:

1. Mumbai is one of the most populous cities in the country. This financial capital of India is a home to 1,26,55,220 people.\(^7\)

2. This is a place to undertake a right type of Pilot Study for evaluation of work culture in Indian Railways.

3. Mumbai division has more challenges to face like increasing load of daily commuters, long distance passengers which has increased the pressure on limited staff and has created problems for developing healthy work culture.

### 4.2 Population of the study

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

\(^7\) Census 2011.
4.2.A  Sampling frame

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

Table 1: Sample size of the railway staff in Mumbai division

<table>
<thead>
<tr>
<th>Name of the Department</th>
<th>Universe size</th>
<th>Number of respondents</th>
<th>Percentage (Approx)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>857</td>
<td>34</td>
<td>4%</td>
</tr>
<tr>
<td>Accounts</td>
<td>165</td>
<td>07</td>
<td>4.24%</td>
</tr>
<tr>
<td>Administration</td>
<td>15</td>
<td>02</td>
<td>13.33%</td>
</tr>
<tr>
<td>Commercial</td>
<td>4104</td>
<td>164</td>
<td>4%</td>
</tr>
<tr>
<td>Electrical</td>
<td>6107</td>
<td>244</td>
<td>4%</td>
</tr>
<tr>
<td>Engineering</td>
<td>6382</td>
<td>250</td>
<td>4%</td>
</tr>
<tr>
<td>Mechanical</td>
<td>3411</td>
<td>135</td>
<td>4%</td>
</tr>
<tr>
<td>Medical</td>
<td>1377</td>
<td>55</td>
<td>4%</td>
</tr>
<tr>
<td>Operating</td>
<td>6906</td>
<td>275</td>
<td>4%</td>
</tr>
<tr>
<td>Signal and Telecom</td>
<td>1939</td>
<td>75</td>
<td>3.86%</td>
</tr>
<tr>
<td>Safety</td>
<td>154</td>
<td>05</td>
<td>3.24%</td>
</tr>
<tr>
<td>Stores</td>
<td>15</td>
<td>02</td>
<td>13.33%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>31432</strong></td>
<td><strong>1248</strong></td>
<td><strong>4%</strong></td>
</tr>
</tbody>
</table>

Source: Compiled from the field study.
There are four classes of employees in each department. Class A, B, C, D. Class A and B form the officers category whereas class C and D form the operating and clerical staff category. Their departmental hierarchy wise sampling frame is shown through table 2.

**Table 2: Departmental hierarchy wise sampling frame**

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

Source: Compiled from the field study.

4.2.B Data collection

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

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

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

4.2.C Techniques of data analysis

The researcher has collected qualitative and quantititative data from different respondent segments. The data being varied in nature required statistical treatment by using different techniques. The researcher has applied Chi Square and ANOVA tests for testing the hypotheses.

The study will give insight into the personality and work related traits of the railway staff which is not suitable for the healthy organizational climate. The core values need to be adopted by them. The study will describe the limitations and obstacles in implementation of the core values. The study also intends to suggest the training inputs required for delivering a committed, positive productive railway staff.
5. Hypotheses of the study

Hypothesis is a tentative proposition formulated for empirical testing. It is tentative answer to a research question. The present research centers on the concept of work culture as a principal and core aspect of matured work system. The research intends to mobilize the work related values that are adored in the railway organization. It emphasizes on the ideal set of values and the action that can be taken to attain the most cherished work related values. The researcher has taken into consideration the work culture in lower level employees as well as higher level officers. The lower level staff includes clerical and operating staff whereas the higher level staff includes the officers and supervisors. Values which were considered as variables were equity, discipline, team work and superior subordinate relationship. The objectives of the study were to identify the hindrances in the application of such core values and also to find out the reasons for limited application of such core values. Hence, the study has the following hypotheses examined in the light of realities as they are and their impact on behavior and decision making in railways.

5.1. H1: There is no significant difference in the perception of human resource policies amongst subordinate staff belonging to different age, education and length of service.

The researcher has made comparison among the subordinate staff at various departments in Mumbai division on the basis of age, education and length of service. For testing this hypothesis, ANOVA test is used. The perception about the job was indicated by various variables like priority given to job related factors leading to job satisfaction. The researcher has taken various twelve important variables that include adequate salary, meaningful work, responsibility, sound organisational practices etc. Their job satisfaction level was analyzed against their demographics.
Table 3: Summary of ANOVA test for H1

<table>
<thead>
<tr>
<th>Sr.</th>
<th>Variables</th>
<th>ANOVA Value</th>
<th>I</th>
<th>ANOVA Value</th>
<th>I</th>
<th>ANOVA Value</th>
<th>I</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Age</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Adequate Salary</td>
<td>0.020</td>
<td>R</td>
<td>0.000</td>
<td>R</td>
<td>0.000</td>
<td>R</td>
</tr>
<tr>
<td>2</td>
<td>Perquisites</td>
<td>0.000</td>
<td>R</td>
<td>0.028</td>
<td>R</td>
<td>0.001</td>
<td>R</td>
</tr>
<tr>
<td>3</td>
<td>Comfortable Working Conditions</td>
<td>0.041</td>
<td>R</td>
<td>0.000</td>
<td>R</td>
<td>0.000</td>
<td>R</td>
</tr>
<tr>
<td>4</td>
<td>Responsibility</td>
<td>0.000</td>
<td>R</td>
<td>0.002</td>
<td>R</td>
<td>0.008</td>
<td>R</td>
</tr>
<tr>
<td>5</td>
<td>Meaningful work</td>
<td>0.021</td>
<td>R</td>
<td>0.000</td>
<td>R</td>
<td>0.000</td>
<td>R</td>
</tr>
<tr>
<td>6</td>
<td>Technical Competency</td>
<td>0.042</td>
<td>R</td>
<td>0.004</td>
<td>R</td>
<td>0.000</td>
<td>R</td>
</tr>
<tr>
<td>7</td>
<td>Sound Organizational Practices</td>
<td>0.032</td>
<td>R</td>
<td>0.000</td>
<td>R</td>
<td>0.001</td>
<td>R</td>
</tr>
<tr>
<td>8</td>
<td>Job Security</td>
<td>0.000</td>
<td>R</td>
<td>0.000</td>
<td>R</td>
<td>0.000</td>
<td>R</td>
</tr>
<tr>
<td>9</td>
<td>Interesting Work</td>
<td>0.033</td>
<td>R</td>
<td>0.025</td>
<td>R</td>
<td>0.006</td>
<td>R</td>
</tr>
<tr>
<td>10</td>
<td>Considerate Superiors</td>
<td>0.000</td>
<td>R</td>
<td>0.000</td>
<td>R</td>
<td>0.019</td>
<td>R</td>
</tr>
<tr>
<td>11</td>
<td>Respect and Recognition</td>
<td>0.000</td>
<td>R</td>
<td>0.007</td>
<td>R</td>
<td>0.000</td>
<td>R</td>
</tr>
<tr>
<td>12</td>
<td>Timely Promotion</td>
<td>0.026</td>
<td>R</td>
<td>0.000</td>
<td>R</td>
<td>0.293</td>
<td>A</td>
</tr>
</tbody>
</table>

Source – Compiled from field survey  
(I – Interpretation; A – Accepted; R – Rejected)

The above table indicates that hypotheses for all variables across age groups are rejected. Even hypotheses for all variables across education are also rejected. Hypotheses for variables 12 across length of service is accepted whereas for all other variables across length of service are rejected.

This clearly indicates that the hypothesis is overall rejected. The subordinate staff differs in their opinion with respect to perception about the human resource factors according to their age, education and length of service.

5.2. H2: Communication with subordinates is independent of age, education and gender of officers.

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

Table 4: Summary of Chi Square test for H2

<table>
<thead>
<tr>
<th>Sr.</th>
<th>Variables</th>
<th>Chi Square Value</th>
<th>I</th>
<th>Chi Square Value</th>
<th>I</th>
<th>Chi Square Value</th>
<th>I</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Age</td>
<td></td>
<td></td>
<td>Education</td>
<td></td>
<td>Gender</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Communication is generated at top level</td>
<td>0.073</td>
<td>A</td>
<td>0.000</td>
<td>R</td>
<td>0.532</td>
<td>A</td>
</tr>
<tr>
<td>2</td>
<td>All communication is in writing</td>
<td>0.001</td>
<td>R</td>
<td>0.249</td>
<td>A</td>
<td>0.067</td>
<td>A</td>
</tr>
<tr>
<td>3</td>
<td>No much work related communication</td>
<td>0.005</td>
<td>R</td>
<td>0.000</td>
<td>R</td>
<td>0.034</td>
<td>R</td>
</tr>
<tr>
<td>4</td>
<td>Communication to solve problems</td>
<td>0.260</td>
<td>A</td>
<td>0.028</td>
<td>R</td>
<td>0.228</td>
<td>A</td>
</tr>
</tbody>
</table>

Source – Compiled from field survey
(I – Interpretation; A – Accepted; R – Rejected)

Hypotheses for variables 1 and 4 across age are accepted and for variables 2 and 3 are rejected. It indicates that all age group officers opine that communication is generated at top level and also it is mainly used to solve problems.

Hypotheses for variables 1, 3 and 4 across education are rejected and only for variable 2 are accepted. It proves that officers having different qualification say that all communication in the offices is in writing and do not accept that there is no much work related communication. They also feel that communication is not generated only at top level and is not useful only to solve problems in the organization.

Hypotheses for variables 1, 2 and 4 across gender are accepted and for variable 3 are rejected. It shows that officers of any gender accept that communication is generated at top level and also it is in writing and mainly used to
solve problems. The opinion for no much work related communication differs with gender.

5.3. H3: Value sharing in the department is independent of qualification and designation of officers.

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

Table 5: Summary of Chi Square test for H3

<table>
<thead>
<tr>
<th>Sr.</th>
<th>Variables</th>
<th>Chi Square Value</th>
<th>I</th>
<th>Chi Square Value</th>
<th>I</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Qualification</td>
<td></td>
<td>Designation</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>No consideration for values</td>
<td>0.390</td>
<td>A</td>
<td>0.000</td>
<td>R</td>
</tr>
<tr>
<td>2</td>
<td>Values are not shared</td>
<td>0.000</td>
<td>R</td>
<td>0.000</td>
<td>R</td>
</tr>
<tr>
<td>3</td>
<td>Values matter only at top level</td>
<td>0.000</td>
<td>R</td>
<td>0.318</td>
<td>A</td>
</tr>
<tr>
<td>4</td>
<td>Values are widely shared</td>
<td>0.000</td>
<td>R</td>
<td>0.011</td>
<td>R</td>
</tr>
</tbody>
</table>

Source – Compiled from field survey
(I – Interpretation; A – Accepted; R – Rejected)

Hypotheses for variables 1 across qualification are accepted and for variables 2, 3, 4 are rejected. The qualification of officers and value consideration are independent whereas opinions about sharing of values and value consideration at top level differ according to the qualification of officers.

Hypotheses for variable 3 across designation are accepted and for variables 1, 2, 4 are rejected. Values at top level are independent of designations of officers whereas all other variables are dependent upon the designations.
5.4.H4: Work life balance of officer is independent of his/her designation and experience.

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

Table 6: Summary of Chi Square test for H4

<table>
<thead>
<tr>
<th>Sr.</th>
<th>Variables</th>
<th>Chi Square Value</th>
<th>I</th>
<th>Chi Square Value</th>
<th>I</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Designation</td>
<td>I</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Length of Service</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Work Life Balance</td>
<td>0.000</td>
<td>R</td>
<td>0.138</td>
<td>A</td>
</tr>
</tbody>
</table>

Source – Compiled from field survey
(I – Interpretation; A – Accepted; R – Rejected)

The above table shows that work life balance of officers is highly dependent upon designation of officers whereas length of service and work life balance is independent. Therefore, hypothesis H4 for designation of officers is rejected and for length of service is accepted.

5.5.H5: There is no significant difference on any of the 14 parameters describing human resource policies of employees belonging to different age, income, gender and length of service group.

The researcher has analyzed the human resource policies and their perception by the employees at various departments in Mumbai division on the basis of age, income, gender and length of service. For testing this hypothesis, ANOVA test is
used. The perception about the job was indicated by various variables like priority given to job related factors leading to job satisfaction. The researcher has taken various fourteen important variables that include adequate salary, fringe benefits, promotion, transfer, performance appraisal etc. Their job satisfaction level was analyzed against their demographics.

**Table 7: Summary of ANOVA test for H5**

<table>
<thead>
<tr>
<th>Sr.</th>
<th>Variables</th>
<th>ANOVA Value</th>
<th>I</th>
<th>ANOVA Value</th>
<th>I</th>
<th>ANOVA Value</th>
<th>I</th>
<th>ANOVA Value</th>
<th>I</th>
<th>Length of Service</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Age</td>
<td></td>
<td>Income</td>
<td></td>
<td>Gender</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Salary and Perks</td>
<td>0.000</td>
<td>R</td>
<td>0.000</td>
<td>R</td>
<td>0.800  A</td>
<td>0.006 R</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Increments</td>
<td>0.390</td>
<td>A</td>
<td>0.000</td>
<td>R</td>
<td>0.995 A</td>
<td>0.000 R</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Working Hours</td>
<td>0.463</td>
<td>A</td>
<td>0.000</td>
<td>R</td>
<td>0.398 A</td>
<td>0.000 R</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Shift Duties</td>
<td>0.589</td>
<td>A</td>
<td>0.001</td>
<td>R</td>
<td>0.005 R</td>
<td>0.000 R</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Training</td>
<td>0.000</td>
<td>R</td>
<td>0.965</td>
<td>A</td>
<td>0.011 R</td>
<td>0.000 R</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Leave Conditions</td>
<td>0.021</td>
<td>R</td>
<td>0.000</td>
<td>R</td>
<td>0.466 A</td>
<td>0.000 R</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Promotion Policy</td>
<td>0.009</td>
<td>R</td>
<td>0.000</td>
<td>R</td>
<td>0.463 A</td>
<td>0.000 R</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Transfer Policy</td>
<td>0.011</td>
<td>R</td>
<td>0.000</td>
<td>R</td>
<td>0.301 A</td>
<td>0.010 R</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Performance Appraisal</td>
<td>0.000</td>
<td>R</td>
<td>0.000</td>
<td>R</td>
<td>0.879 A</td>
<td>0.097 A</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Decision Freedom</td>
<td>0.024</td>
<td>R</td>
<td>0.000</td>
<td>R</td>
<td>0.313 A</td>
<td>0.000 R</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Health Welfare</td>
<td>0.000</td>
<td>R</td>
<td>0.023</td>
<td>R</td>
<td>0.597 A</td>
<td>0.000 R</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Discipline</td>
<td>0.000</td>
<td>R</td>
<td>0.000</td>
<td>R</td>
<td>0.050 A</td>
<td>0.000 R</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>Rewards</td>
<td>0.000</td>
<td>R</td>
<td>0.013</td>
<td>R</td>
<td>0.039 R</td>
<td>0.000 R</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>Facilities To Woman</td>
<td>0.865</td>
<td>A</td>
<td>0.000</td>
<td>R</td>
<td>0.000 R</td>
<td>0.067 A</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source – Compiled from field survey
(I – Interpretation; A – Accepted; R – Rejected)
Hypotheses for variables 2, 3, 4, 14 across age are accepted whereas all others are rejected. It indicates that there is no significant difference in the perception of different age group employees with respect to increments, working hours and facilities to women employees but for all other variables, their opinion differs according to different age groups.

Hypotheses for variable 5 across income are accepted and the rest are rejected. It proves that except training, all other variables and the income groups of employees are dependent.

Hypotheses for variable 4, 5, 13 and 14 across gender are accepted and the rest are rejected. This interprets that shift duties, rewards, training and facilities to women employees are independent of the gender of employees whereas all other variables differ according to the gender.

Hypotheses for variables 9 and 14 across length of service are accepted and the rest are rejected. Performance appraisal and facilities to women employees are independent of the length of service whereas other variables change with respect to length of service.

5.6.H6: Employees having pride in Railway is independent of their age, income, education and length of service.

Even though railway is working as public transport system, still, it needs lot of improvements to become commuters friendly. The quality of service will improve only when the quality and performance of human resources will enhance. For testing this hypothesis, the difficulties for effective application of work culture were taken into consideration. Chi Square test was applied for testing this hypothesis.
Table 8: Summary of Chi Square test for H6

<table>
<thead>
<tr>
<th>Sr.</th>
<th>Variables</th>
<th>Chi Square Value</th>
<th>I</th>
<th>Chi Square Value</th>
<th>I</th>
<th>Chi Square Value</th>
<th>I</th>
<th>Chi Square Value</th>
<th>I</th>
<th>Chi Square Value</th>
<th>I</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Age</td>
<td>Education</td>
<td>Income</td>
<td>Length of Service</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Proud to be in Railways</td>
<td>0.020</td>
<td>R</td>
<td>0.000</td>
<td>R</td>
<td>0.110</td>
<td>A</td>
<td>0.020</td>
<td>R</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Defend Railways if anyone criticizes</td>
<td>0.071</td>
<td>A</td>
<td>0.526</td>
<td>A</td>
<td>0.000</td>
<td>R</td>
<td>0.000</td>
<td>R</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Prefer a private sector jobs than Railways</td>
<td>0.932</td>
<td>A</td>
<td>0.101</td>
<td>A</td>
<td>0.000</td>
<td>R</td>
<td>0.000</td>
<td>R</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source – Compiled from field survey
(I – Interpretation; A – Accepted; R – Rejected)

Hypotheses for variables 2 and 3 across age are accepted which shows that employees feeling proud to be in railways change according to age groups whereas the other two variables are independent.

Hypotheses for variables 2 and 3 across education are accepted indicating employees preferring a private sector job and defending railways are independent of the education levels.

Hypotheses for variables 2 and 3 across income are rejected which shows that these two variables are dependent on the income levels of employees.

Hypotheses for all variables across length of service are rejected. The indication is employees having pride in railways are dependent on the length of service of employees.

6. Limitations of the study

1 Out of sixteen zones of Indian Railways, only central zone is considered for the study. Under central zone, there are five divisions viz. Mumbai, Pune, Bhusawal, Solapur and Nagpur. The focus of the study is on Mumbai division for the convenience of geographical coverage.

2 The work culture of any organization can be studied in four different aspects viz. organizational excellence, empowerment, total quality management and human
resource management. Researcher has considered the human resource aspect for the study. The psychological aspects of the work culture like behaviour and attitude of railway employees is difficult to measure.

3. The operating staff i.e. class D employees were interviewed during their working on tracks. There was a time constraint for the railway staff to fill questionnaire and give detailed interview. Specifically women respondents like lady motormen and guard were few as there were placed on duties outside the office. The superior’s influence on subordinates was alarming which prohibited some of the respondents to give frank opinions.

4. The security department of central zone consists of General Railway Police and Railway Police Force. Since their administration is totally separated from the common railway administration, this department does not form part of the study.

7. **Chapterisation of the study**

The study has been conducted and organized into nine chapters which will definitely provide the deep insight into the present work culture and the desired work culture. The chapters are arranged in such a way to provide logical flow of the factors affecting work culture in Indian Railways. The details of the chapters are given below:

**Chapter 1: Introduction**

This chapter is an introduction to the entire research work. It introduces in a systematic manner the entire framework within which the study is conducted. The chapter provides with the background of the study and the need to conduct the study in the present changing role of railways. The importance of the study lies in the fact that a city of Mumbai with high density of population, poses the challenges to the railways in maintaining the smooth service. Work culture decides the organization culture which needs the drastic reforms to increase the efficiency of railway staff.

The chapter also provides a brief review on the significance, objectives, hypotheses of the study and the research methodology adopted. The limitations of the
study are also highlighted followed by expected contribution, scope of further research and the chapter’s scheme.

Chapter 2: Conceptual Framework of the study

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

Chapter 3: Review of Literature

This chapter has covered a summary of literature referred by the researcher relating to the field of study. The literature available on the topic is comparatively less. The literature is restricted to the Railways and not available to general public at large. The researcher has studied the literature from the following sources:

- Books
- Journals
- Magazines
- Research articles
Chapter 4: Profile of Mumbai division of Indian railways

This chapter provides a brief outline of the organization structure and hierarchy of Indian Railways in general and Mumbai division in particular. It provides information about the organization structure, location, total number of railway staff, and their job profiles. The data represents various departments of Mumbai division and their manpower. This information was collected from the primary as well as secondary sources.

Chapter 5: Human Resource Management in Mumbai Division

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

Chapter 6: Work Culture of Railway Officers and Supervisors at Mumbai Division Departments

This chapter provides the dimensions of the work culture at the higher level management at railway departments. The officer is in charge of the department and is responsible for the performance of his subordinates. His team includes assistant officers, supervisors, operating staff and clerical staff. The officers create a desirous work culture in the departments. Their style of leadership influences the work culture of their departments. The researcher has made an attempt to know and understand the discipline, grievance settlement system and counseling methods adopted at departments. Work
culture of administration is also an important determinant of work culture in departments. Administration of railways is undertaken at two levels. At the higher level authorities, i.e. Ministry of Railways and Railway Boards and the other are at lower level authorities, i.e. Zonal and divisional officerrs. Various policies and programs are formulated that are important to cultivate healthy work culture.

Based on the primary and secondary data collected, the chapter provides the detailed analysis of the data related to the objectives of the study. Starting with the profile of the respondents for questionnaire I, it provides tables and graphs which describes thoroughly the working conditions at departmental level, job satisfaction in relation to human resource policies, hindrances to create a healthy work environment, sharing the core values within the organization, management of day to day affairs, leadership, communication between superior and subordinates, adaptation of technology. The researcher also provides information about practices at departmental level like employee counseling, direct access to superiors, feedback on job performance, discipline among subordinates and stress at work. The perception about the job is also important to develop good work culture. The researcher has made an attempt to know the various programs introduced for employees by railways and their interest in such programs.

Training is an indispensible part of railways. The researcher has tried to analyze new areas of training and also the obstacles in effective training. Attempts were made to know the main concerns in the department, style of leadership, empowerment to subordinates, participative management and decision making capacities.

Chapter 7: Work Culture of Operating and Clerical staff at Mumbai Division Departments

Operating staff is the most sensitive entity towards any change in the organization. The front office staff, operating staff like motormen, guards, ticket collectors, ticket window operators determines the image of the railways. Work culture of operating and clerical staff is important as it constitutes the major number of the employees.
The work culture at lower level is greatly affected by the educational qualifications, attitude, perceptions, job profiles, gender of employees. The areas covered by the researcher under the study include motivation, morale, stress levels, superior subordinate relationship and training. The respondents at this level were eager to share their practical difficulties which affect not only performance but their family life to a great extent.

Chapter 8: Conclusions and findings

The conclusions were drawn by the researcher after review of open ended questions in the questionnaire, opinions of the respondents for improving the present work culture in Indian railways. The interviews with various officers helped a lot in drawing conclusions. On the basis of data analysis, general and specific conclusions are drawn.

Chapter 9: Suggestions and Recommendations

The suggestions and recommendations are drawn by the researcher on the basis of analysis of primary and secondary data. Review of literature also provided the inputs for suggestions and recommendations. The informal discussions with the staff at departmental level and interviews of the retired officers also were taken into account while providing valuable suggestions and recommendations. Suggestions are provided in general and specifically in important areas of work culture at higher and lower level railway staff as well as on gender and designation basis.

8. Conclusions of the study

8.1. General conclusions

General conclusions are small research inferences made by researcher during research studies which are as follows:

1 From the overall opinions of the respondents, it can be concluded that most of them are aware about the purpose and mission of the Indian Railways. When they were asked about this particular concept, many of them answered in different
ways but the ultimate meaning was one. The service motive of Indian Railways is very well understood by the employees.

2 Inadequate strength of the staff is the most common problem with almost all the departments. The number of staff required and the number of staff available for performing that job is always disproportionate. This creates additional burden on the already existing employees.

3 Employees are aware about the grievance settlement procedure but they are not satisfied with the existing situation. According to them, the actual functioning of this procedure should be made more efficient and quick.

4 Shortage of funds is the main reason for all the inconveniences like lack of adequate technology and machinery, furniture, proper water and sanitation facilities according to the opinions of the respondents.

5 Even though medical facilities are provided by railways, the facilities are not modern and also the medicines provided in the railway hospitals are expired. There are lot of procedural formalities to be completed when one wish to avail the medical help.

6 The working conditions in the workshops and loco sheds are vulnerable as there are no adequate facilities for the workers. According to many of the respondents, there is heavy absenteeism problem in workshops and the mechanical department.

8.2. Specific conclusions

8.2.1. Specific conclusions related to officers and supervisors

1 Majority of the officers and supervisors have rendered more than 25 years of service to Indian Railways. It helps automatically to carry forward the organizational values in the department. Majority of them experience interference from superior in their administrative matters. They also experience lot of pressure of work at top level. They also have to face the common problem of absenteeism in their departments. There is no political interference or malpractices like bribe etc. exist in their department.

2 Officers and supervisors communicate with subordinates in writing and most communication is generated at top level. The communication is generally
work related. Officers have concerns with the subordinates about their problems in work as well as family life.

3 Organizational values are highly shared by officers and supervisors. The values inherited by them and followed since many years are purposefully inculcated in new generations of employees.

4 According to officials at higher level, employees must follow proper channels as per the rules of the organization. There is no particular style of leadership followed by them. Being the Government entity, the functioning of the organization is as per specific rules and regulations.

5 Majority of the higher level officials motivate their subordinates through written words and a pat on back. Some of them assign the special task to the efficient employees which create a sense of confidence in their mind. They also recommend eligible employees for promotion.

6 Officers and supervisors interact with people according to their expertise related to the official work. Some of them are socially connected with their staff. This creates a sense of trust and belief amongst employees.

8.2.2. Specific conclusions related to clerical and operating staff

1 Majority of the clerical and operating staff are the members of the union. There are three different official unions functioning in railways. Employees have faith in their working style. They have faith in unions for solving their job related problems. Certain employees have joined union only for namesake and they are not actively involved into their activities.

2 Majority of the employees experience stress occasionally. Operating staff like motormen and guards have high stress levels as they have field responsibilities and are connected directly to the life of public. Also the condition of gang men and khalashis is vulnerable as they have to work on railway tracks at any given time of the day and in all seasons.

3 The training facilities available for different category of employees are good but employees have to travel to faraway places to attend these training. They
have to stay away from their families for a long period of time for the same. It disturbs their family life.

4 The working schedule of operating staff increases their stress level and disturbs their work life balance. Although they are given lot of facilities to compensate for this taxing schedule, they are not happy with it.

5 The promotion and transfer policies are dissatisfactory for railway employees. The employee has to wait for a long duration to get his job transferred to his place of convenience. Also, some of the employees have experienced favoritism when it comes to promotion of a staff.

6 The performance appraisal pattern of railways is highly criticized as it treats both, the efficient and the inefficient employee at the same level. The additional efforts put by an employee are not considered and are not given any importance. It is very discouraging according to them.

9. Findings of the study

9.1. Findings related to officers and supervisors

1 The mission of Indian Railways is known by 80 percent officers between the age group of 25 to 40 years whereas only 10 percent officers of this age group do not know the mission of railways. The officers between the age group of 46 to 60 years knowing the mission is 76 percent whereas only 6 percent of this age group does not know the mission.

2 The major concern in the departments of railways is adequate strength of staff. Out of the total sample size of officers, 72.7 percent feel the inadequacy of the staff strength and 27.3 percent feel that they have adequate staff available in their department.

3 Interference from superiors is experienced by 67 percent of the respondents. Pressure of work is highly felt by 73.9 percent officers. Almost 61.4 percent of the officers face the problem of absenteeism. Almost 64.8 percent of the officers agreed that there is no political interference in transfers in railways.
The officers maintain discipline with subordinates with the help of daily records are 55.7 percent and with the help of oral warnings is 76.1 percent. Issue of memo is exercised only by 28.4 percent.

The opinion of 61.4 percent officers is positive about implementation of grievance settlement procedure in the organization. The percentage of officers feeling that this procedure is not properly functioning is 38.6 percent.

Out of 176 respondents, 21.6 percent experience stress at work frequently whereas 56.8 percent feel the stress at job occasionally. Very frequent stress is experienced by 8 percent officers and 10.2 percent do not experience the stress at all.

The work life balance aspect is opined positively by 64.8 percent whereas 22.7 percent say that their job improves their life. Only 11.4 percent feel that their job interferes in their family life.

The numbers of officers employed in railways who have their origin within Maharashtra are 53.4 percent and outside Maharashtra are 46.6 percent.

The membership of railway union is subscribed by 37.5 percent whereas 62.5 percent of the officers are not the members of the union.

The demographics of officers can be described as- 51.1 percent of the officers are from the age group of 26 to 45 years and 48.9 percent are from the age group of 46 to 60 years. The male officers are 54.5 percent and female officers are 45.5 percent. Graduates constitute the majority of this population i.e. 72.7 percent whereas 17 percent are post graduates. Only 4.5 percent are under graduates.

9.2. Findings related to operating and clerical staff

Out of 1076 respondents, 58.8 percent are aware about the mission of Indian Railways whereas 41.2 percent do not know the mission.

Regarding adequate strength of the staff, 81.4 percent deny that their departments are adequately strengthened. 53.6 percent are satisfied about the water and sanitation facilities in the department.
According to 76.4 percent respondents, salary matters the most for them. Perquisites are most important for 39.5 percent. Job security is top most priority for 73.1 percent. 52.5 percent give priority to considerate superiors.

According to 85.1 percent of the respondents, they have direct access to superiors in case of problem in their department. Also, 62.6 percent get feedback on their job performance from their superiors.

According to 91.1 percent, daily records are used to maintain discipline in the department. The same percentage of respondents says that oral warnings are also implemented to maintain discipline.

Out of 1076 respondents, 60.5 percent opine that the grievance settlement procedure is in force in railways. Also, 77 percent of the respondents are aware about the employee counseling facilities in their organization.

Out of 1076 respondents, 20.6 percent experience stress at work frequently whereas 52.9 percent feel the stress at job occasionally. Very frequent stress is experienced by 12.5 percent employees and 14 percent do not experience the stress at all.

The work life balance aspect is opined positively by 77.7 percent whereas 11.5 percent say that their job improves their life. Only 10.8 percent feel that their job interferes in their family life.

The membership of railway union is subscribed by 64.3 percent whereas 35.7 percent of the officers are not the members of the union.

The demographics of employees can be described as- 59.9 percent of the staff is from the age group of 26 to 45 years and 35.4 percent are from the age group of 46 to 60 years. The male employees are 54.3 percent and female employees are 45.5 percent. Graduates constitute 34.6 percent whereas 18.3 percent are post graduates. 47.1 percent are under graduates. The numbers of employees employed in railways who have their origin within Maharashtra are 58 percent and outside Maharashtra are 42 percent.
10. Suggestions

1. Since Indian Railways is following the British pattern of functioning, it is difficult to implement certain revolutionary changes. The Human Resource Policies are needed to be reviewed on the basis of the modern era and necessary changes are to be brought to implementation.

2. The facilities provided by railways to its employees are good but they are to be revived in terms of quality. The housing facilities are to be improved which will improve the standard of living of the employees. The medical facilities should be modernized and sufficient remuneration should be provided to the medical staff to boost their morale.

3. Being the Government organization, the procedural formalities take the toll of certain betterment and welfare schemes which would have been beneficial if implemented in time. The hierarchy involved in delegation of authority and responsibility should be curtailed.

4. Infrastructure has always remained a major problem of railways. Employees loose zest in the working if they do not have proper infrastructural facilities. Along with infrastructure, water and sanitation facilities should be enough. A sense of comfort is brought to the employees and they are charged for work with enthusiasm.

5. The reward system for the efficient and loyal employees is still at a very primary level. The amount of reward is meager and people do not get any motivation through it.
11. Recommendations

1. Shortage of funds is the acute problem with Indian Railways. They have lot of beneficial plans at their disposal but all are held up because of crunch of finance. Public private participation is a better option for implementation of these plans. Corporate sector will definitely extend a hand of cooperation towards railway to help them out in their efficient functioning.

2. The face of Indian Railways is definitely undergoing drastic change in modern society. In the city like Mumbai, it is becoming more challenging. The shifting of role from public transport system to community service requires changes in the value system of railways. It requires a desired change in the mind set of operating staff, administrative staff and public in general. The leadership at the top level plays a significant role in bringing desirable reforms in railways by shaping a healthy work culture.

3. Only recruiting more staff is not sufficient to face the increasing number of commuters. Effective training and motivation at the lower level is must. Better human resource and human relationship management will remove the hindrances in creating healthy work culture.

4. Public image of Indian Railways is lowering down day by day due to lot of incidences of breakdown and increasing number of accidents. Railways alone are not responsible for the same. Society is also equivalently responsible. Railways put honest efforts to keep the whole system intact. Social media should create awareness in the minds of public to preserve the property of the nation and to build the image of this cultural heritage.