CHAPTER-IV
H.R.D. PRACTICES IN S.C.R.

A) Role & and Functions of HRD in SCR
B) HRD Policies in SCR
C) HRD Practices in SCR
4.1 Training and Development Practices in SCR
4.2 HRD Culture and Climate in SCR
4.3 Performance Appraisal and Employee Motivation in SCR
4.4 Employee Welfare and Quality Work of Life in SCR
H.R.D. PRACTICES IN S.C.R.

Introduction:

Human Resource Development (HRD) is the framework for helping employees develop their personal and organisational skills, knowledge, and abilities. Human Resource Development includes such opportunities as employee training, employee career development, performance management and development, coaching, mentoring, succession planning, key employee identification, tuition assistance, and organisation development. The focus of all aspects of Human Resource Development is on developing the most superior workforce so that the organisation and individual employees can accomplish their work goals in service to customers. Human Resource Development can be formal such as in classroom training, a college course, or an organisational planned change effort. Or, Human Resource Development can be informal as in employee coaching by a manager. Healthy organisations believe in Human Resource Development and cover all of these aspects.

Table-4.1: Group-wise classification of employees

<table>
<thead>
<tr>
<th>Group</th>
<th>2009-10</th>
<th>2010-11</th>
<th>2011-12</th>
<th>2012-13</th>
<th>2013-14</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>620</td>
<td>627</td>
<td>620</td>
<td>612</td>
<td>463</td>
</tr>
<tr>
<td>B</td>
<td>458</td>
<td>424</td>
<td>419</td>
<td>444</td>
<td>479</td>
</tr>
<tr>
<td>C</td>
<td>48325</td>
<td>59979</td>
<td>84243</td>
<td>83444</td>
<td>53259</td>
</tr>
<tr>
<td>D</td>
<td>33264</td>
<td>28598</td>
<td>1043</td>
<td>646</td>
<td>34413</td>
</tr>
<tr>
<td>Total</td>
<td>82667</td>
<td>89628</td>
<td>86325</td>
<td>85146</td>
<td>88614</td>
</tr>
</tbody>
</table>

(Source: Field Investigation)
The employees working in different departments are classified into A, B, C, and D categories as shown table 4.1 reveals that the working strength in SCR has increased over a period from 82667 in 2009-10 to over 88614 in 2013-14

**Figure-4.1**

**Group-wise classification of employees**

![Group-wise classification of employees](image)

**Table-4.2: Types of employees**

<table>
<thead>
<tr>
<th>Year</th>
<th>Supervisory</th>
<th>Highly Skilled</th>
<th>Skilled</th>
<th>Semi Skilled</th>
<th>Unskilled</th>
<th>Other</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009-10</td>
<td>2518</td>
<td>1687</td>
<td>1504</td>
<td>212</td>
<td>380</td>
<td>928</td>
<td>188</td>
</tr>
<tr>
<td>2010-11</td>
<td>2508</td>
<td>1677</td>
<td>1494</td>
<td>202</td>
<td>369</td>
<td>901</td>
<td>168</td>
</tr>
<tr>
<td>2011-12</td>
<td>2556</td>
<td>1596</td>
<td>1387</td>
<td>168</td>
<td>332</td>
<td>857</td>
<td>142</td>
</tr>
<tr>
<td>2012-13</td>
<td>2582</td>
<td>1689</td>
<td>1228</td>
<td>174</td>
<td>326</td>
<td>870</td>
<td>130</td>
</tr>
<tr>
<td>2013-14</td>
<td>593</td>
<td>4098</td>
<td>1381</td>
<td>152</td>
<td>1142</td>
<td>595</td>
<td>117</td>
</tr>
</tbody>
</table>

(Source: Annual Reports of South Central Railway 2008-9 to 2013-14)
Figure-4.2
Types of employees

[Bar chart showing types of employees with data]

Profile of Respondents:

Table-4.3
Age-wise Distribution of the Respondents

<table>
<thead>
<tr>
<th>Divisions</th>
<th>Below 25 years</th>
<th>25 to 40 years</th>
<th>41-55 years</th>
<th>55 and above</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>N</td>
<td>%</td>
<td>N</td>
<td>%</td>
<td>N</td>
</tr>
<tr>
<td>Secunderabad</td>
<td>11</td>
<td>2.75</td>
<td>37</td>
<td>9.25</td>
<td>48</td>
</tr>
<tr>
<td>Hyderabad</td>
<td>07</td>
<td>1.75</td>
<td>22</td>
<td>5.5</td>
<td>21</td>
</tr>
<tr>
<td>Vijayawada</td>
<td>16</td>
<td>4.0</td>
<td>47</td>
<td>11.75</td>
<td>6</td>
</tr>
<tr>
<td>Guntur</td>
<td>13</td>
<td>3.25</td>
<td>24</td>
<td>6</td>
<td>16</td>
</tr>
<tr>
<td>Guntakal</td>
<td>7</td>
<td>1.75</td>
<td>20</td>
<td>5</td>
<td>28</td>
</tr>
<tr>
<td>Nanded</td>
<td>7</td>
<td>1.75</td>
<td>22</td>
<td>5.5</td>
<td>9</td>
</tr>
<tr>
<td>Total</td>
<td>61</td>
<td>15.25</td>
<td>172</td>
<td>43</td>
<td>128</td>
</tr>
</tbody>
</table>

Source: Field Investigation

The table 4.3 reveals the details about the age composition of respondents. The data obtained from the respondents indicate that 172 (43%) respondents belong to the age group of 25-40 years. 128 (32%) respondents
belong to 41-55 years of age group. 61 (15.25%) respondents are in the age group of below 25 years. Only 39 (9.75%) respondents belong to above 55 years of age group. Hence, it indicates that majority of the respondents are adults and senior adults.

**Figure-4.3**

*Age-wise Distribution of the Respondents*

![Age-wise Distribution of the Respondents](image)

**Gender:**

**Table-4.4**

*Gender-wise Classification of the Respondents*

<table>
<thead>
<tr>
<th>Divisions</th>
<th>Gender</th>
<th></th>
<th></th>
<th>Total</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Male</td>
<td>Female</td>
<td></td>
<td>Male</td>
<td>Female</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>%</td>
<td>N</td>
<td>%</td>
<td>N</td>
</tr>
<tr>
<td>Secunderabad</td>
<td>71</td>
<td>17.75</td>
<td>32</td>
<td>8</td>
<td>103</td>
</tr>
<tr>
<td>Hyderabad</td>
<td>50</td>
<td>12.5</td>
<td>9</td>
<td>2.25</td>
<td>59</td>
</tr>
<tr>
<td>Vijayawada</td>
<td>43</td>
<td>10.75</td>
<td>36</td>
<td>9</td>
<td>79</td>
</tr>
<tr>
<td>Guntur</td>
<td>37</td>
<td>9.25</td>
<td>18</td>
<td>4.5</td>
<td>55</td>
</tr>
<tr>
<td>Guntakal</td>
<td>42</td>
<td>10.5</td>
<td>15</td>
<td>3.75</td>
<td>57</td>
</tr>
<tr>
<td>Nanded</td>
<td>39</td>
<td>9.75</td>
<td>8</td>
<td>2</td>
<td>47</td>
</tr>
<tr>
<td>Total</td>
<td>282</td>
<td>70.5</td>
<td>118</td>
<td>29.5</td>
<td>400</td>
</tr>
</tbody>
</table>
Source: Field Investigation

Above table 4.4 reveals the gender-wise classification of the respondents. Out of 400 respondents 282 (70.5%) were male and 118 (29.5%) respondents were female. By studying above table it is found that the percentage of female employees are very less.

Figure-4.4

Gender-wise Classification of the Respondents

Table-4.5

Educational Qualification-wise Classification of the Respondents

<table>
<thead>
<tr>
<th>Divisions</th>
<th>Graduates</th>
<th>Post Graduates</th>
<th>Non Graduates</th>
<th>Diploma</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>N</td>
<td>%</td>
<td>N</td>
<td>%</td>
<td>N</td>
</tr>
<tr>
<td>Secunderabad</td>
<td>29</td>
<td>7.25</td>
<td>56</td>
<td>14</td>
<td>14</td>
</tr>
<tr>
<td>Hyderabad</td>
<td>12</td>
<td>3</td>
<td>34</td>
<td>8.5</td>
<td>13</td>
</tr>
<tr>
<td>Vijayawada</td>
<td>10</td>
<td>2.5</td>
<td>12</td>
<td>3</td>
<td>47</td>
</tr>
<tr>
<td>Guntur</td>
<td>16</td>
<td>4</td>
<td>14</td>
<td>3.5</td>
<td>16</td>
</tr>
<tr>
<td>Guntakal</td>
<td>10</td>
<td>2.5</td>
<td>41</td>
<td>10.25</td>
<td>4</td>
</tr>
<tr>
<td>Nanded</td>
<td>22</td>
<td>5.5</td>
<td>2</td>
<td>0.5</td>
<td>16</td>
</tr>
<tr>
<td>Total</td>
<td>99</td>
<td>24.75</td>
<td>159</td>
<td>39.75</td>
<td>110</td>
</tr>
</tbody>
</table>

Source: Field Investigation
Above table 4.5 shows educational qualification-wise classification of the respondents in South Central Railway. Among the 400 respondents, 159 (39.75%) have higher education they are post graduates, 99 (24.75%) respondents are graduates, 110 (27.5%) are non-graduates it means below secondary level of education, 32 (8%) respondents are technical and professional certificate holders like Diploma in Electronics, Diploma in Mechanical Engineering, and other certificate courses. By the study it is found that the majority of employees’ educational level is high.

Figure-4.5
Educational Qualification-wise Classification of the Respondents
Table 4.6

Job Experience

<table>
<thead>
<tr>
<th>Divisions</th>
<th>Below 5 years</th>
<th>5-10 years</th>
<th>11-15 years</th>
<th>16 and above</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>N</td>
<td>%</td>
<td>N</td>
<td>%</td>
<td>N</td>
</tr>
<tr>
<td>Secunderabad</td>
<td>4</td>
<td>1</td>
<td>13</td>
<td>3.25</td>
<td>33</td>
</tr>
<tr>
<td>Hyderabad</td>
<td>7</td>
<td>1.75</td>
<td>13</td>
<td>3.25</td>
<td>8</td>
</tr>
<tr>
<td>Vijayawada</td>
<td>26</td>
<td>6.5</td>
<td>24</td>
<td>6</td>
<td>13</td>
</tr>
<tr>
<td>Guntur</td>
<td>11</td>
<td>2.75</td>
<td>18</td>
<td>4.5</td>
<td>8</td>
</tr>
<tr>
<td>Guntakal</td>
<td>5</td>
<td>1.25</td>
<td>12</td>
<td>3</td>
<td>12</td>
</tr>
<tr>
<td>Nanded</td>
<td>14</td>
<td>3.5</td>
<td>15</td>
<td>3.75</td>
<td>9</td>
</tr>
<tr>
<td>Total</td>
<td>67</td>
<td>16.75</td>
<td>95</td>
<td>23.75</td>
<td>83</td>
</tr>
</tbody>
</table>

Source: Field Investigation

Table 4.6 reveals that, majority i.e., 155 (38.75%) of respondents opined that, the experience on the job is well, and they have more than 16 years of experience in different divisional level offices of South Central Railway. This is one of the major reasons for these divisions to have more number of experienced persons, 95 (23.75%) of respondents have 5-10 years of working experience, 83 (20.75%) of respondents have 11-15 years of job experience and only 67 (16.75%) of respondents have below 5 years of work experience. Hence, it clearly shows that more number of experienced employees are working in South Central Railway.
Table 4.7
Types of Workers

<table>
<thead>
<tr>
<th>Divisions</th>
<th>Nature of work</th>
<th>Chi Square Value</th>
<th>df</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Unskilled</td>
<td>Skilled</td>
<td>Supervisory</td>
<td>Clerical</td>
</tr>
<tr>
<td></td>
<td>No.</td>
<td>%</td>
<td>No.</td>
<td>%</td>
</tr>
<tr>
<td>Secunderabad</td>
<td>- 0</td>
<td>23</td>
<td>5.75</td>
<td>45</td>
</tr>
<tr>
<td>Hyderabad</td>
<td>- 0</td>
<td>8</td>
<td>2</td>
<td>26</td>
</tr>
<tr>
<td>Vijayawada</td>
<td>- 0</td>
<td>10</td>
<td>2.5</td>
<td>41</td>
</tr>
<tr>
<td>Guntur</td>
<td>- 0</td>
<td>18</td>
<td>4.5</td>
<td>17</td>
</tr>
<tr>
<td>Guntakal</td>
<td>7</td>
<td>1.75</td>
<td>8</td>
<td>2</td>
</tr>
<tr>
<td>Nanded</td>
<td>7</td>
<td>1.75</td>
<td>20</td>
<td>5</td>
</tr>
<tr>
<td>Total</td>
<td>14</td>
<td>3.5</td>
<td>87</td>
<td>21.75</td>
</tr>
</tbody>
</table>

Source: Field Investigation

Table 4.7 shows that different types of workers or employees working in the organisation and their opinion about their present job. The SCR has different types of workers in the organisation. On the basis of knowledge, skills and educational qualification, they are recruited for the suitable job. Majority i.e., 127(31.75%) of respondents are working as clerks like SDA, FDA, Office
Assistant etc., 155 (38.75%) of respondents are working as supervisors, 87 (21.75%) of respondents are working as skilled employees, it means that they have technical knowledge pertaining to their present job, like - Engineers, Accountants, Computer Operators, Typists, Drivers, Mechanics etc. 17 (4.25%) of respondents are working as managers like HR Managers, Marketing Managers, Accounts Managers, Legal Managers etc. And only, least number of respondents i.e., 14 (3.5%) of respondents are unskilled employees, it means that they did not have any technical skill. Hence, it is observed that unskilled employees are very less in number.

The obtained ($\chi^2$) value is 86.787 at degree of freedom is 20, is higher than the table value of 31.410 at 5% of significance level (0.000).

**Figure-4.7**

Types of Workers
### Table-4.8

**Factors motivate the employee to join SCR**

<table>
<thead>
<tr>
<th>Divisions</th>
<th>Opinion of the Respondents</th>
<th>Chi Square Value</th>
<th>df</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Pay and perks</td>
<td>Welfare Measures</td>
<td>Job Security</td>
<td>Promotional Opportunity</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>%</td>
<td>N</td>
<td>%</td>
</tr>
<tr>
<td>Secunderabad</td>
<td>63</td>
<td>15.75</td>
<td>27</td>
<td>6.75</td>
</tr>
<tr>
<td>Hyderabad</td>
<td>47</td>
<td>11.75</td>
<td>8</td>
<td>2</td>
</tr>
<tr>
<td>Vijayawada</td>
<td>66</td>
<td>16.50</td>
<td>13</td>
<td>3.25</td>
</tr>
<tr>
<td>Guntur</td>
<td>49</td>
<td>12.25</td>
<td>4</td>
<td>1</td>
</tr>
<tr>
<td>Guntakal</td>
<td>36</td>
<td>9</td>
<td>12</td>
<td>3</td>
</tr>
<tr>
<td>Nanded</td>
<td>32</td>
<td>8</td>
<td>15</td>
<td>3.75</td>
</tr>
<tr>
<td>Total</td>
<td>293</td>
<td>73.25</td>
<td>79</td>
<td>19.75</td>
</tr>
</tbody>
</table>

**Source: Field Investigation**

The reasons with which one joins an organisation plays a great role to give one’s sense of commitment to the goals. Data presented in the above table 4.8 reveals the motivation of the employees to join SCR. Majority i.e., 293 (73.25%) of respondents were attracted most on pay scale and perks, 79 (19.75%) respondents were attracted most by welfare measures provided by the South Central Railway, 17 (4.25%) of respondents joined SCR for their individual growth or self-development through promotional opportunities given by the SCR. And only few number of respondents i.e., 11(2.75%) are attracted most for jobs security. Hence, it found that, out of 400 respondents, only 293 respondents preferred on pay and perks.

The obtained ($\chi^2$) value is 48.271 at degree of freedom is 15, is higher than the table value of 24.996 at 5% of significance level (0.000).
A) ROLE AND FUNCTIONS OF HRD IN SCR:

Human Resource Development is set of planned and systematic activities designed by the SCR to provide opportunities to their employees to learn skills necessary for the present and future job requirements. The process of HRD involves the development of expertise in employees through organisational development and training and development. The aim of HRD is to improve the performance of the employees. The three main areas of human resource development are Training and Development, Quality Improvement and QWL and Career Development.

- The main functions of HRD in SCR

1. Training and development

Training and development is aimed at improving the knowledge, skills and attitudes of the employees in SCR. While training involves providing the knowledge and skills required for doing a particular job to the employees, developmental activities focus on preparing the employees for future job responsibilities by increasing the capabilities of an employee which also helps
to employee to perform his present job in a better way. These activities start when an employee joins SCR in the form of orientation and skills training. After the employee becomes proficient, the HR activities focus on the development of the employee through methods like coaching, counselling and motivating employees at work place.

2. Organisational Development

Organisational Development is the process of increasing the effectiveness of SCR along with the well being of its employees with the help of planned interventions that use the concepts of behavioral science. Both micro and macro changes are implemented to achieve organisation development. While the macro changes are intended to improve the overall effectiveness of the organisation, the micro changes are aimed at individuals of small groups. Employee involvement programmes requiring fundamental changes in work expectation, reporting, procedures and reward systems are aimed at improving the effectiveness of the organisation. The human resource development professionals involved in the organisation development intervention acts as an agent of change in SCR.

3. Career Development:

It is a continuous process in which an individual progress through different stages of career each having a relatively unique set of issues and tasks. Career development comprises of two distinct processes in SCR. Career Planning and career management. Whereas career planning involves activities to be performed by the employee, often with the help of counsellor and others, to assess his capabilities and skills in order to frame realistic career plan. Career management involves the necessary steps that need to be taken to achieve that plan. Career management generally focuses more on the steps that SCR can take to foster the career development of the employees.
B) HRD POLICIES IN SCR

It is logically presumed that the perception of those vested with the responsibility of formulating and implementing the HRD policies and the perception of those who are the beneficiaries tend to be different and further, such differential perceptions are considered as having significant implication for their orientation towards HRD policies and practices.

HRD policy lay down the broad guidelines for doing about the HRD practices and streamlines the organisational priorities with regard to the personnel matters. These policies provide much needed orientations and framework for HRD practices to unfold. As such it is logically assumes that, the HRD practices are the reflection and functions of the HRD policies.

Further, it is logically assumed that the perception of the employees about the HRD and situation could provide invaluable insights into the HRD climate in the organisation. Hence, along with HRD policies, an attempt is made in this study to ascertain HRD policies functioning in the South Central Railway.

**Table-4.9**

**HRD Policies in SCR**

<table>
<thead>
<tr>
<th>Divisions</th>
<th>Opinion of the Respondents</th>
<th></th>
<th></th>
<th></th>
<th>Chi Square Value</th>
<th>df</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Favourable</td>
<td>Unfavourable</td>
<td>Total</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>%</td>
<td>N</td>
<td>%</td>
<td>N</td>
<td>%</td>
<td></td>
</tr>
<tr>
<td>Secunderabad</td>
<td>71</td>
<td>17.75</td>
<td>32</td>
<td>8</td>
<td>103</td>
<td>25.75</td>
<td>19.76</td>
</tr>
<tr>
<td>Hyderabad</td>
<td>50</td>
<td>12.5</td>
<td>9</td>
<td>2.25</td>
<td>59</td>
<td>14.75</td>
<td></td>
</tr>
<tr>
<td>Vijayawada</td>
<td>43</td>
<td>10.75</td>
<td>36</td>
<td>9</td>
<td>79</td>
<td>19.75</td>
<td></td>
</tr>
<tr>
<td>Guntur</td>
<td>37</td>
<td>9.25</td>
<td>18</td>
<td>4.5</td>
<td>55</td>
<td>13.75</td>
<td></td>
</tr>
<tr>
<td>Guntakal</td>
<td>42</td>
<td>10.5</td>
<td>15</td>
<td>3.75</td>
<td>57</td>
<td>14.25</td>
<td></td>
</tr>
<tr>
<td>Nanded</td>
<td>39</td>
<td>9.75</td>
<td>8</td>
<td>2</td>
<td>47</td>
<td>11.75</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>282</td>
<td>70.5</td>
<td>118</td>
<td>29.5</td>
<td>400</td>
<td>100</td>
<td></td>
</tr>
</tbody>
</table>

*Source: Field Investigation*
The above table 4.9 reveals that out of 400 respondents 282 (70.5%) of respondents opined that HRD policies in SCR are employee favourable, that means SCR provides various facilities to their employees like - promotion of employees, increment, different types of allowances, educational facilities for their children, medical facilities, etc., 118 (29.5%) respondents opined that HRD policies are not favourable.

The obtained ($\chi^2$) value is 19.76 at degree of freedom is 5, is higher than the table value of 11.070 at 5% of significance level (0.001).

**Figure-4.9**

HRD Policies in SCR
Table-4.10
Familiar about the HRD policies

<table>
<thead>
<tr>
<th>Divisions</th>
<th>Opinion of the Respondents</th>
<th>Chi Square Value</th>
<th>df</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>More Familiar</td>
<td>Partly Familiar</td>
<td>Total</td>
<td></td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>%</td>
<td>N</td>
<td>%</td>
</tr>
<tr>
<td>Secunderabad</td>
<td>85</td>
<td>21.25</td>
<td>18</td>
<td>4.5</td>
</tr>
<tr>
<td>Hyderabad</td>
<td>55</td>
<td>13.75</td>
<td>4</td>
<td>1</td>
</tr>
<tr>
<td>Vijayawada</td>
<td>65</td>
<td>16.25</td>
<td>14</td>
<td>3.5</td>
</tr>
<tr>
<td>Guntur</td>
<td>52</td>
<td>13</td>
<td>3</td>
<td>0.75</td>
</tr>
<tr>
<td>Guntakal</td>
<td>53</td>
<td>13.25</td>
<td>4</td>
<td>1</td>
</tr>
<tr>
<td>Nanded</td>
<td>45</td>
<td>11.25</td>
<td>2</td>
<td>0.5</td>
</tr>
<tr>
<td>Total</td>
<td>282</td>
<td>70.5</td>
<td>118</td>
<td>29.5</td>
</tr>
</tbody>
</table>

Source: Field Investigation

Table 4.10 observed that most of the respondents i.e. 282 (70.5%) are very much familiar with HRD policies adopted by SCR, they are well aware about HR policies and benefits given by SCR, remaining 118 (29.5%) respondents are not much aware of the HRD policies they are partly familiar with HRD policies.

The obtained ($\chi^2$) value is 13.669 at degree of freedom is 5, is higher than the table value of 11.070 at 5% of significance level (0.002).
Figure-4.10
Familiar about the HRD policies

Table-4.11
Implementation of HRD policies in SCR

<table>
<thead>
<tr>
<th>Division</th>
<th>Implementation of HRD Policies</th>
<th>Total</th>
<th>$\chi^2$ value</th>
<th>df</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Central Govt. Railway Board Employee Union</td>
<td>No.</td>
<td>%</td>
<td>No.</td>
<td>%</td>
</tr>
<tr>
<td>Secunderabad</td>
<td>24 6 72 18</td>
<td>103</td>
<td>25.75</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hyderabad</td>
<td>27 6.75 32 8</td>
<td>59</td>
<td>14.75</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vijayawada</td>
<td>32 8 37 9.25</td>
<td>79</td>
<td>19.75</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Guntur</td>
<td>15 3.75 38 9.5</td>
<td>55</td>
<td>13.75</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Guntakal</td>
<td>16 4 39 9.75</td>
<td>57</td>
<td>14.25</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nanded</td>
<td>4 1 36 9</td>
<td>47</td>
<td>11.75</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>118 29.5 254 63.5</td>
<td>400</td>
<td>100</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Field Investigation
The data presented in the above table 4.11 shows that among 400 respondents, majority of the respondents i.e. 254 (63.5%) opined that, the Railway Board is playing an important role in monitoring and implementation of HRD policies in various divisions of SCR. 118 (29.5%) respondents opined that, Central Government is performing and monitoring the implementation of HRD policies in SCR. Further, least number of respondents opined that Employee Union.

The obtained ($\chi^2$) value is 37.515 at degree of freedom is 10, is higher than the table value of 18.307 at 5% of significance level (0.004).

C) HRD PRACTICES IN SCR:

Human resource is critical for the efficient functioning of the railways. At present, the SCR have total staff strength of 88614. They are being equipped to cope with the changing environment, with the induction of better technology, work practices, automation and computerisation to ensure safe, reliable operations. The study endeavors to portray and analyse HRD practices like training, performance appraisal, HRD Culture and Climate, Motivational Practices and so on.

HRD practices adopted by SCR

1. Performance Appraisal
2. Career Planning and Development
3. Employee Training
4. Executive Development
5. Organisation Development
6. Quality Circles
7. Employee Counselling
8. Monetary and Non-Monetary Rewards
9. Team Work
10. Role Analysis
11. Grievance Mechanism
1. **Performance Appraisal:** A performance appraisal is a systematic and periodic process that assesses an individual employee’s job performance and productivity in relation to certain pre-established criteria and organisational objectives. The main reason for the utilization of performance appraisals (PAs) is performance improvement in every divisional office in the SCR.

2. **Career Planning:** Career planning aims to identify needs, aspirations and opportunities for individuals’ career and the implementation of developing human resources programs to support the career. Career planning helps to achieve the employee’s goals and reach the organisational objectives.

3. **Employee Training:** SCR has training facilitates for the employees. Training is a systematic process by which employees learn skills, knowledge, abilities and attitudes to further the organisational and personal goals.

4. **Executive Development:** It is a process of designing and conducting suitable executive development programmes so as to develop managerial and human relation skills of employees. For examples: workshops for managers and conferences.

5. **Organisation Development:** Organisation Development is an organisation’s wide, planned effort, managed from the top with a goal for increasing organisation’s performance through planned interventions. OD looks in depth at the human side of the organisation. It seeks to change attitudes, values, organisation structures and managerial practices in an effort to improve organisation’s performance.

6. **Quality Circles:** The quality circle is a volunteer group composed of workers usually under the leadership of their supervisor (or an elected team leader), who are trained to identify, analyze and solve work related problems
and present their solutions to management in order to improve the performance of the organisation, and motivate and enrich the work of employees.

7. **Employee Counselling:** Employee counselling is a psychological health care intervention which can take many forms. Its aim is to assist both the employer and employee by intervening with an active problem-solving approach to tackling the problems at hand.

8. **Monetary and Non-Monetary Rewards:** It is well known that motivation schemes, if the employer gets them right, can have a dramatic impact on sales figures, customer service, and improve individual, team and business productivity. They can also be a major contributor to employee engagement.

The policy of recognising the employees of the SCR for their outstanding performance on the railway and granting those awards has been in practice for pretty a long time. For this purpose, a number of schemes have been introduced in the various fields of railway workings. The General Manager are empowered to grant reward to the railway employees for their meritorious service up to RS.2000/- in cash and officers above /junior Administrative grade to the extent of RS.3000/- in each case.

9. **Team Work:** Teamwork is "work done by several associates with each doing a part but all subordinating personal prominence to the efficiency of the whole"

10. **Role Analysis:** Role analysis (also known as job evaluation) is a systematic approach used to determine the relative value (or size) of roles within an organisation by measuring the demands and responsibilities of the role (but not the performance of the individual undertaking the role).
11. **Grievance:** All workers and migrant workers in particular, should have access to grievance mechanisms that allow them to voice concerns without fear of punishment or retribution. Grievance mechanisms have many helpful purposes. They can serve to channel conflict into an institutionalised mechanism for peaceful resolution. They facilitate communication between workers and management regarding problems that arise, and enable workers to complain with dignity, knowing that there is a system of appeals leading to an impartial decision maker. Finally, they assist the company in ensuring that its staff is complying with company standards on ethical conduct.

Every division required to formulate its own HRD policies and practices. These policies and practices intend to reflect the manpower planning and inducting the required workforce.

<table>
<thead>
<tr>
<th>Divisions</th>
<th>Opinion of the Respondents</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Yes</td>
<td>%</td>
<td>No</td>
<td>%</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>%</td>
<td>N</td>
<td>%</td>
</tr>
<tr>
<td>Secunderabad</td>
<td>95</td>
<td>23.75</td>
<td>8</td>
<td>2</td>
</tr>
<tr>
<td>Hyderabad</td>
<td>57</td>
<td>14.25</td>
<td>2</td>
<td>0.5</td>
</tr>
<tr>
<td>Vijayawada</td>
<td>75</td>
<td>18.75</td>
<td>4</td>
<td>1</td>
</tr>
<tr>
<td>Guntur</td>
<td>54</td>
<td>13.5</td>
<td>1</td>
<td>0.25</td>
</tr>
<tr>
<td>Guntakal</td>
<td>54</td>
<td>13.5</td>
<td>3</td>
<td>0.75</td>
</tr>
<tr>
<td>Nanded</td>
<td>46</td>
<td>11.5</td>
<td>1</td>
<td>0.25</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>381</td>
<td>95.25</td>
<td>19</td>
<td>4.75</td>
</tr>
</tbody>
</table>

**Source:** Field Investigation.

Table 4.12 reveals that majority of 381 (95.25%) respondents opined that HRD practices have brought tangible improvement in the SCR. And only a
less number of 19 (4.75%) respondents have negative feelings about HRD policies in SCR.

Table-4.13

Human Resource Development Practices in SCR

<table>
<thead>
<tr>
<th>Divisions</th>
<th>Organisational Climate</th>
<th>Competence Workforce</th>
<th>Organisational Commitment</th>
<th>Overall Performance</th>
<th>Total</th>
<th>Chi Square Value</th>
<th>df</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secunderabad</td>
<td>47 11.75</td>
<td>27 6.75</td>
<td>16 4</td>
<td>13 3.25</td>
<td>103 25.75</td>
<td>63.243</td>
<td>15</td>
<td>0.000</td>
</tr>
<tr>
<td>Hyderabad</td>
<td>18 4.5</td>
<td>12 3</td>
<td>13 3.25</td>
<td>16 4</td>
<td>59 14.75</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vijayawada</td>
<td>41 10.25</td>
<td>13 3.25</td>
<td>20 5</td>
<td>5 1.25</td>
<td>79 19.75</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Guntur</td>
<td>22 5.5</td>
<td>6 1.5</td>
<td>2 0.5</td>
<td>25 6.25</td>
<td>55 13.75</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Guntakal</td>
<td>13 3.25</td>
<td>12 3</td>
<td>14 3.5</td>
<td>18 4.5</td>
<td>57 14.25</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nanded</td>
<td>20 5</td>
<td>15 3.75</td>
<td>8 2</td>
<td>4 1</td>
<td>47 11.75</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>161 40.25</td>
<td>85 21.25</td>
<td>73 18.25</td>
<td>81 20.25</td>
<td>400 100</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Field Investigation

Table 4.13 presents the data relating to the views of the respondents regarding HRD practices in SCR. Majority of 161 (representing 40.25 percent of the total) respondents opined that Human Resource Development practices have brought lot of improvement in organisational climate of SCR. 85 (representing 21.25 percent of the total) respondents expressed that HRD practices have brought competency in workforce. 73 (respondents 18.25 percent of the total) feel that HRD practices have brought organisational commitment among the employees, and improvement in overall performance of the South Central Railway.

The obtained ($\chi^2$) value is 63.243 at degree of freedom is 15, is higher than the table value of 24.996 at 5% of significance level (0.004).
4.1 TRAINING AND DEVELOPMENT PRACTICES

Introduction:

Training is the most commonly used mechanism in human resource development. It is the process, which attempts to fill the gap between the organisations expectations and the employee contribution by way of skills, experience and knowledge. The objective of the training is to help people to acquire the knowledge, skills and capacities necessary to do their job and to prepare them for transfer to other jobs.

SCR has the best training facilities in India to train the people in rail transport. These facilities have come up over the years due to its gigantic system and level of operation as evident from the following facts:

To meet the continuously growing demand of its consumers both quantitatively as well as qualitatively, the SCR has been upgrading its system by adopting the latest technological developments, enabling its officers and staff in acquiring knowledge and new set of technical and managerial skills.
Therefore, training of its personnel has been a major concern to the Management of SCR. More than 10,000 staff is imparted training every year.¹

To impart specific skills to categories of staff such as tradesmen, basic training centers and divisional area schools are run on Zonal Railways. The basic training centers are attached to major workshops to make training practical. On the job training is also given to staff engaged in operations and maintenance. All the training institutes are well equipped with laboratories, model rooms, outdoor demonstration yards, computer centers, library, hostel facilities etc. The institutes also provide various sports facilities at their campuses to ensure trainee fitness.

With the art of administration becoming more and more complex and complicated in these days, SCR has arranged an elaborate system of training programs at different levels from the top management to lowest with a network of training institutions with the object to update and encourage sharing professional knowledge in inter-disciplinary techniques.

Training is an organised activity for increasing the knowledge and skills of people for a definite purpose. It involves systematic procedures for transferring technical know-how to the employees so as to increase their knowledge and skills for doing specific jobs with proficiency. In other words, the trainees acquire technical knowledge, skills and problem solving ability by undergoing the training program. Training is the act of increasing the knowledge and skills of an employee for doing a particular job. Training involves the development of skills that are usually necessary to perform a specific job. Its purpose is to achieve a change in the behavior of those trained and to enable them to do; their jobs better. Training makes newly appointed workers fully productive within a short time. Training is equally necessary for the old employees whenever new machines and equipment are introduced or

¹MoulaAlli Zonal Railway Traning Institute Operating study material, South Central Railway training manual” 2012
there is a change in the techniques of operation. In fact, training is a continuous
process. It does not stop anywhere. The managers are continuously engaged in
training their subordinates. They should ensure that any training program
should attempt to bring about positive Changes in the (i) Knowledge, (ii) skills,
and (iii) attitudes of the workers. The purpose of training is to bring about
improvement in the performance of work. It includes the learning of such
techniques as are required for the better performance.2

4.1.1 Training activities in SCR:
Training activities include:

- Direct Training (Tutor / Trainer based)
- Work Based Projects
- Individual Study
- On-the-job Coaching/ mentoring
- Desk instructions / performance aids
- Open learning
- Workshops
- Conferences / Exhibitions
- Secondments / Visits.

4.1.2 Purpose and Importance of Training in SCR

Training is important from the point of view of both the employer and
the employees in SCR. While employers depend on the quality of their
employees' performance by bringing up their competence through training to a
level by which SCR aims and objectives could be achieved. The employees
need training to meet their motivational needs for development, recognition,
status etc., through job satisfaction. Training should necessarily lead to
effective performance by the employee in the SCR. Since, the basic aim of
training is to bring about effective performance of work, training has to be
recognized as an integral and essential part of the whole work system.

2 Guide to railway training 2013-14 (SCR)
4.1.3 Staff Training Institutions in SCR:

1. Zonal Training Center – Moula Alli
2. Zonal S&T Training Center – Moula Alli
3. Zonal Electrical Training Center - Lallaguda
4. Supervisors Training Center - Lallaguda
5. Zonal Civil Engineering Training Center- Kachiguda
6. Electric Traction Training Center – Vijayawada
7. Diesel Traction Training Center – Guntakal
8. Basic Training Center in each division and workshop for technical staff.

4.1.4 Identification of Training Needs

Training needs being systematically and continuously identified and prioritized. An examination of the organisation's present and expected operations and the manpower necessary to carry them out, in order to identify the numbers and categories of staff needs to be trained or retrained and the types of training programmes. It may also refer to the training need of an individual to enable him to reach the required standard of performance in his/her present or future job.

Main issues to be considered for identification of Training Needs

- Identification of training need is an essential pre-requisite for designing and providing effective training and should be conducted every year by all major training centers to be identified by the concerned Training Managers.
- Training needs arise at three levels – organisational, subgroup and individual
- All needs are not training needs and therefore, whenever a problem is perceived, it needs to be ascertained whether a related training need exists.
- Training needs arising out of changes in technology, processes etc. need to be considered before actual introduction of such changes.
Participants in Training Need

- Training Manager(s)
- Line Managers
- Supervisors
- Selected staff
- Members of the Advisory Committee attached to the Training Centre.

Steps in Training Need

Collection of Information on

- Manpower profiles for different kinds of jobs undertaken by different categories of employees
- New methods / technologies / processes / management practices introduced / proposed to be introduced
- Collective evidence from performance appraisals
- Reports on accidents, customer / market surveys etc.

Identification of challenges and problem areas in performance appraisals on

- Skills knowledge and attitude specification for the prospective trainees.
- Target population
- Training objective
- Assessment scheme

Report of findings including

- Priority list
- Training action plan
4.1.5 Effectiveness of Training:

Effective training have the following benefits to an employee/s

- Ensure perfection in jobs, good turnout in productivity, betting the performance, achieving the given goals.
- Encourage the employees to build team work, collective participation.
- Develop capabilities amongst employees to participate in all organisational activities.
- Meet the specific needs of work for which the training was given.

4.1.6 Types of Training provided by SCR

1. Initial training (For the purpose of orientation of new entrants in the organisation)
2. Refresher training (For the purpose of incorporating the latest technology and update and ready to take as an emerging challenges)
3. Promotional training (For the purpose of preparing staff for higher responsibilities)
4. Special training (For the purpose of providing specialised knowledge).

Here, the trainee learns about the set of rules and regulations about the job and the service offered by SCR. The aim is to make the new employee fully aware of what goes on inside and outside the SCR.

However, on the basis of detailed purpose of training, it can also be classified as:

1. Vocational Orientation - (Apprenticeship Training)
2. Vocational Guidance - (Apprenticeship Training)
3. Induction - (Initial training)
4. Basic/Foundation Training - (Initial training)
5. Further/continued training - (Promotional training)
6. Booster Training - (Refresher Training)
7. Updating Training - (Refresher Training)
8. Multi skill training - (Special Training)
9. Module/Segmental training - (Special Training)

10. Retraining

4.1.7 Development of Training Policy and Plan for Action:

To develop training Policies and Plans which meet the objectives of departments and meet the demands likely to be made on staff at all levels in the foreseeable future

- **Responsibility for Development of Training Policies and Plan of Action.**
  - Training Manager of each department is responsible for development and communication of Training Policy and Plan of action for his department.
  - Personnel Department is responsible for development of Training Policy and Plan of action for the entire Zonal Railway, developed by the Training Managers of different departments.
  - Training Policies and Plan of Action need to be placed by the Personnel Department before Central Training Advisory Committee for deliberations and approval.

- **Objective of Training Policy**
  - Objectives of Training Policy are given below:
    - Increase the efficiency and productivity of all staff to ensure departments, objectives and are successfully achieved.
    - Develop managerial, professional, technical and basic skills to ensure the efficiency and continuity of operations by all employees.
    - Achieve career progression for staff in accordance with coordinated human resource plan ensuring that required standards of performance and efficiency are maintained throughout.

---

3 Indian Railway Training Manual, 2013-14
• To give all employees opportunity to participate in Training and Development plans for improving themselves and, by so doing, achieving good human relations and sense belonging.

4.1.8 Factors to be taken into account while designing training programmes

• Sequencing the material to be learnt
• Relating knowledge and skills
• Pattern of the programme
• Motivating learner to learn
• Pace and level of training
• Providing feedback to learner
• Ensuring what is learnt is remembered
• Allowing for individual differences in trainability

4.1.9 Training Pedagogy in SCR:

Pedagogical tools and techniques are determined based on the profile of the trainees, objectives of the training programme and nature of inputs. The broadband of training methodologies are:

• Case studies
• Group discussed
• Quizzes, exercises and simulations
• Role play
• Presentations
• Audio- Visual
• Lectures
• Project assignments
• Business games and other computer aided instructions\textsuperscript{4}

\textsuperscript{4} Indian railways training manual
Table-4.14  
Training calendar for the year 2013-14

A. Courses for Officers

<table>
<thead>
<tr>
<th>Sl. No</th>
<th>Course Code</th>
<th>Name of the Course</th>
<th>Duration</th>
<th>Course Director</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Appreciation Courses for Probationers of Other CTI’s (1 week each)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.</td>
<td>PAS/PARPF</td>
<td>Appreciation Course for Stores and RPF Probationers</td>
<td>1 Jul 13 - 5 Jul 13</td>
<td>P/ RST</td>
</tr>
<tr>
<td>2.</td>
<td>PAST-1</td>
<td>Appreciation Course for S and T Probationers</td>
<td>30 Sep 13 - 4 Oct 13</td>
<td>P/ RST</td>
</tr>
<tr>
<td>3.</td>
<td>PAT-1</td>
<td>Appreciation Course for Traffic Probationers</td>
<td>11 Nov 13 - 15 Nov 13</td>
<td>P/ RST</td>
</tr>
<tr>
<td>4.</td>
<td>PAC-1</td>
<td>Appreciation Course for Engg. Probationers</td>
<td>18 Nov 13 - 22 Nov 13</td>
<td>P/ RST</td>
</tr>
<tr>
<td>5.</td>
<td>PAT-2</td>
<td>Appreciation Course for Traffic Probationers</td>
<td>16 Dec 13 - 20 Dec 13</td>
<td>P/ RST</td>
</tr>
<tr>
<td>6.</td>
<td>PAC-2</td>
<td>Appreciation Course for Engg. Probationers</td>
<td>6 Jan 14 - 10 Jan 14</td>
<td>P/ RST</td>
</tr>
<tr>
<td>7.</td>
<td>PAST-2</td>
<td>Appreciation Course for S &amp; T Probationers</td>
<td>24 Mar 14 - 28 Mar 14</td>
<td>P/ RST</td>
</tr>
<tr>
<td>8.</td>
<td>PAE</td>
<td>Appreciation Course for Electrical Probationers</td>
<td>31 Mar 14 - 04 Apr 14</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Integrated Courses for Gr. B Officers of Mechanical Department (10 weeks each)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9.</td>
<td>INT-1</td>
<td>Integrated Course for Gr. B Officers of Mechanical Department</td>
<td>8 Apr 13 - 14 Jun 13</td>
<td>SP/ RST</td>
</tr>
<tr>
<td>10.</td>
<td>INT-2</td>
<td>Integrated Course for Gr. B Officers of Mechanical Department</td>
<td>8 Jul 13 - 13 Sep 13</td>
<td>SP/ DT</td>
</tr>
<tr>
<td>11.</td>
<td>INT-3</td>
<td>Integrated Course for Gr. B Officers of Mechanical Department</td>
<td>11 Nov 13 - 17 Jan 14</td>
<td>SP/ RST</td>
</tr>
<tr>
<td>12.</td>
<td>INT-4</td>
<td>Integrated Course for Gr. B Officers of Mechanical Department</td>
<td>27 Jan 14 - 4 Apr 14</td>
<td>SP/ DT</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Amelioration Courses for SAG/SG Officers (6 weeks each)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>13.</td>
<td>SAG-1</td>
<td>Amelioration Courses for Officers (SAG/SG Officers)</td>
<td>15 Apr 13 - 24 May 13</td>
<td>SP/ WMT</td>
</tr>
<tr>
<td>14.</td>
<td>SAG-2</td>
<td>Amelioration Courses for Officers (SAG/SG Officers)</td>
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<td>Legal Matters in Mechanical Department</td>
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<td>Mechanical Deptt Specific Material Planning</td>
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<td>2 Sep 13</td>
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### B. Courses for Supervisors

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<td>Mechanical Supervisor’s Training (4 weeks Mandatory Courses)</td>
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<td>Mechanical Supervisor’s Training (Mandatory for Direct recruits Mechanical Section Engineers)</td>
<td>8 Apr 13 to 3 May 13</td>
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<td>CMT</td>
<td>Mandatory Course for Chemist and Metallurgists for Supervisors</td>
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<td>Mentoring and Workshop on Mechatronics (2/3 days)</td>
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<td>WMEK-1</td>
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Source: Field Investiga
### Table-4.16

**Training and Development practices in SCR**

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<td>5.5</td>
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<td>5.25</td>
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<td>7.75</td>
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<td>The equipment used in training is similar to the equipment found on the job</td>
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<td>Mostly true</td>
<td>Sometimes true</td>
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<td>Colleagues support the use of learning on the job</td>
<td>SEC</td>
<td>All most true</td>
<td>Mostly true</td>
<td>Sometimes true</td>
<td>Rarely true</td>
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<td>15</td>
<td>Employees who use their training are given preference for new assignment</td>
<td>SEC</td>
<td>All most true</td>
<td>Mostly true</td>
<td>Sometimes true</td>
<td>Rarely true</td>
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<td></td>
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**Source: Field Investigation**

Above table 4.16 shows that opinion of the respondents regarding training and development practices prevailing in the SCR.
Statement-1: My organisation has training and development

Above statement illustrates that, SCR has different types of training programmes for their employees pertaining to their jobs. Majority of 159 (39.75%) of the respondents said mostly true; it means SCR has training facility to their employees at workplace. 107 (26.75%) of the respondents opined almost all true; it means the above statement is naturally true. 78 (19.5%) of the respondents sometimes true and only 9 (2.25%) of the respondents said not always, it may be true. Hence, it found that SCR has training facility for their employees in different cadres.

The obtained ($\chi^2$) value is 35.225 at degree of freedom is 20, is higher than the table value of 31.410 at 5% of significance level (0.001).

Statement-2: Supervisors tell employees whether they are doing their job as per the training imparted or not

Above statement reveals that, Majority of 130 (32.5%) of respondent stated mostly true, 116 (29%) of respondents said almost always true, 94 (23.5%) of respondents opined sometimes true, 54 (13.5%) rarely true, and only 6 (1.5%) not at all true.

The obtained ($\chi^2$) value is 51.15 at degree of freedom is 20, is higher than the table value of 31.410 at 5% of significance level (0.000).

Statement-3: When employees arrive from training, supervisors encourages them to share what they have learnt with other employees.

Above statement stated that, Majority of 132 (33%) of the respondents opined that, mostly true. In the SCR supervisors always support and guide the employees in proper way whenever they need and when employees arrive from training program supervisors encourage them to share what they have learnt.
with other participants. 123 (30.75%) of respondents stated all most always true. 92 (23%) of respondents said sometimes true it means due to busy schedule some times supervisors neglect the employees. 49 (12.25%) of respondents opined that rarely true means they are not sure, that means supervisor may encourage the employees or may not. Only least number of respondents i.e. 4 (1%) given negative response regarding supervisor.

Hence, the present study found that almost all time supervisors help the employee and encourage them in a proper way.

The obtained ($\chi^2$) value is 34.989 at degree of freedom is 20, is higher than the table value of 31.410 at 5% of significance level (0.004).

Statement-4: SCR links training and development with the job.

Above statement states that, Majority of 120 (30%) of respondents opined mostly true the statement and SCR has train the employee which is link with their present job. 119 (29.75%) of respondents opined that all most always true. 97 (24.25%) are stated sometimes true, 57 (14.25%) are stated that rarely true, and remaining 7 (1.75%) of the respondents are totally disagree with the above statement.

The obtained ($\chi^2$) value is 34.254 at degree of freedom is 20, is higher than the table value of 31.410 at 5% of significance level (0.001).

Statement-5: My organisation has full fledged training and development department with competent professionals.

The analysis of the above Table 4.16 reveals that the majority of 150 (37.5%) of the respondents opined that SCR has full fledged training and development department with competent professionals. Every years SCR has imparted more than 10,000 employees from training program. 117 (29.25%)
respondents agreed all most always true. 76 (19%) respondents stated sometimes true, 51 (12.75%) of the respondents stated rarely true and only 6 (1.5%) of the respondents disagreed with the above statement.

The obtained ($\chi^2$) value is 35.999 at degree of freedom is 20, is higher than the table value of 31.410 at 5% of significance level (0.003).

**Statement-6: Supervisors support the use of techniques learnt in training that employees bring back to their job.**

Out of 400 respondents, majority of 161 (40.25%) of the respondents opined mostly true, always supervisors support the employees to use skills and techniques learnt in training programmes organised by SCR, that employees bring back to their job. 114 (28.5%) are stated all most always true, 79 (19.75%) of respondents said, sometimes supervisors support employees to use technique which they learnt in the training. 43 (10.25%) of respondents opined rarely true, means they are not easily accepting the above statement and only 3 (0.75%) of them gave negative opinion about the above statement.

The obtained ($\chi^2$) value is 50.947 at degree of freedom is 20, is higher than the table value of 31.410 at 5% of significance level (0.001).

**Statement-7: Supervisors gives employees the chance to try out their training on the job immediately.**

Majority of 163 (40.75%) of the respondents opined mostly true, that means SCR has continuous training programmes for upgrading its system by adopting the latest technological developments, enabling its employees in acquiring knowledge and new set of technical skills. 149 (37.25%) respondents opined all most always true, 65 (16.25%) of respondents stated sometimes true, 21 (5.25%) of the respondents stated that rarely true and only 2 (0.5%) of respondents opined not at all true.
The obtained \( (\chi^2) \) value is 38.823 at degree of freedom is 20, is higher than the table value of 31.410 at 5% of significance level (0.002).

**Statement-8: Supervisors help employees set realistic goals for performing their work as a result of their training.**

The analysis of the statement indicates that, majority of 188 (47%) of the respondents opined that, it ensures that the goals are agreeable to supervisor and employees by ensuring that they are highly involved in identifying the goals. 125 (31.25%) of respondents said all most always true that means generally they will receive a greater share of the material gains that result from their increased productivity. These factors give them a sense of satisfaction through the achievement of personal and organisational goals, 63 (15.75%) of the respondents opined that it is sometimes true, 21 (5.25%) respondents opined rarely true and only 3 (0.75%) of respondents were given negative response to the above statement.

The obtained \( (\chi^2) \) value is 33.024 at degree of freedom is 20, is higher than the table value of 31.410 at 5% of significance level (0.000).

**Statement-9: Supervisors assign an experienced co-employee to help employees coming back after getting training as needed on the job.**

Above statement reveal that, majority of 180(45%) of respondents opined that the above statement is mostly true, 115 (28.75%) of respondents opined all most always true, 74 (18.5%) of the respondents feel it is sometimes true, 26(6.5%) opined rarely true, and only 5 (1.25%) are stated not at all true.

The obtained \( (\chi^2) \) value is 37.205 at degree of freedom is 20, is higher than the table value of 31.410 at 5% of significance level (0.002).
Statement-10: Supervisors ease the pressure of work for a short time so employees have a chance to practice new skills that are taught in training.

Above statement focuses that majority of 146 (36.5%) of respondents stated that above mentioned statement is mostly true, 118 (29.5%) respondents feel that it is almost always true. 93 (23%) of the respondents opined that it is sometimes true, 38 (9.5%) are rarely true and only 5 (1.25%) of respondents said not at all true.

The obtained ($\chi^2$) value is 34.968 at degree of freedom is 20, is higher than the table value of 31.410 at 5% of significance level (0.003).

Statement-11: Jobs aids (resources or technology) are available on the job to support what employees learned in training

Above statement illustrate that majority of 135 (33.75%) of the respondents strongly agreed that the above statement is true and almost all true, it means with the help of the training programs given by SCR is very useful to employees to update their technological skills and up gradation of technical knowledge, 86 (21.5%) of respondents were accepted that above statement mentioned is sometimes true, 40 (10%) of the respondents feel that it is rarely, only 4 (1%) of respondents opined not at all true.

The obtained ($\chi^2$) value is 38.776 at degree of freedom is 20, is higher than the table value of 31.410 at 5% of significance level (0.000).

Statement-12: Supervisors make sure that employees have the opportunity to use their training immediately

It is clear from the above statement that majority of 126 (31.5%) of the respondents opined almost true, that means in the SCR supervisors make sure that employees have the opportunity to use learnt skills immediately in their job practice, 118 (29.5%) of the respondents stated that mostly true, 107 (26.75%)
of the respondents opined sometimes true, 46 (11.5%) of the respondents stated rarely true and only 3 (0.75%) of the respondents given the negative responses.

The obtained ($\chi^2$) value is 37.929 at degree of freedom is 20, is higher than the table value of 31.410 at 5% of significance level (0.004).

**Statement-13: Colleagues support the use of learning on the job**

Majority of 133 (33.25%) of the respondents stated mostly true, employee relationship with colleagues are very supportive and it is very easy to learn new aspects pertaining to their job and take a chance to get more information regarding job. 131 (32.75%) opined almost all true, 98 (24.5%) of the respondents stated sometimes true, 32 (8%) are rarely true and only 6 (1.5%) are not at all true.

The obtained ($\chi^2$) value is 55.187 at degree of freedom is 20, is higher than the table value of 31.410 at 5% of significance level (0.004).

**Statement-14: Employees who use their training are given preference for new assignment**

Maximum number of 130 (32.5%) of the respondents opined that all most all true the above statement, it means training is use full to implement the techniques in practically which are learned through training programs. 123 (30.75%) of the respondents stated that mostly true, 99 (24.75%) are sometimes true, 43 (10.75%) are rarely true and only 5 (1.25%) of the respondents are not agrees.

The obtained ($\chi^2$) value is 43.306 at degree of freedom is 20, is higher than the table value of 31.410 at 5% of significance level (0.001).
On the apex comes the railway staff college, is engaged in the overall professional and managerial training of all officers from Junior Administrative Grade to Group ‘B’ and probationers right from initial stage to advance stage as under.

1. **Management Course**: This course is for Junior Administrative grade and senior scale officers wherein they obtain conceptual and practical knowledge of management.

2. **Orientation Course**: This course is for Group ‘B’ officers who are below fifty years of age. They go through this course on promotion.

3. **Foundation Course**: This course is for probationers. During the period of training, they are acquainted with the organisation of railways and working of its various departments.

4. **Induction Course**: After the training, the probationer’s again undergo this course. Here they get further insight into the working of their own department and also the working of sister departments.

5. **Special course**: special courses are conducted to improve the technical skills of officers and brush up their knowledge. This course includes Advanced Work Study, Transactional Analysis, Industrial Relations in the field of behavioral Sciences, Refrigeration and Air conditioning Advanced communication techniques, Illumination Engineering wood technology etc.⁵

Table-4.17

Employees satisfaction with techniques and methods used in training programs

<table>
<thead>
<tr>
<th>Division</th>
<th>Great Extent</th>
<th>Moderate</th>
<th>Some Extent</th>
<th>Very little</th>
<th>Total</th>
<th>Chi Square Value</th>
<th>df</th>
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Source: Field Investigation

Above table 4.17 illustrate that, employees satisfaction with the methods and techniques used in training programmes. Maximum number of 173 (43.25%) of respondents have moderate level of satisfaction. 111(27.75%) respondents have opined great extent 66 (16.5%) respondents have some extent, and only 50 (12.5%) respondents have very little extent of satisfaction.

The obtained ($\chi^2$) value is 63.284 at degree of freedom is 15, is higher than the table value of 24.996 at 5% of significance level (0.001).
4.2 HRD CULTURE AND CLIMATE IN SCR:

Introduction:

The organisational culture plays a significant role in making organisations get the best out of employees. Most of the professional organisations, multinational and well run organisations are known for their strong culture. The culture provides the energy needed to function well by ensuring as it were a proper circulation of the blood through all the organs. The HRD culture is one that results from the beliefs of the top management initially and subsequently from the HRD systems and practices.

Human Resource Development deals with competence building, culture building and commitment building. Competence and commitment can be built on a continuous basis in a certain type of culture. If the social
environment is live/ work is good, a number of things can happen. Hence, creating a culture becomes an important aspect in any organisation.\(^6\)

The HRD culture facilitates the learning, identification of new competencies of people on continuous basis and facilitates bringing out the hidden potential and new talents of people. Hence, people have in built motivational value. People have self sustained motivational quality, which will create team spirit and moral. Organisational culture is a system of shared meaning held by members that distinguish one organisation from the other organisations.

SCR has a distinct culture. Its ingredients of culture, are informality and free interaction at all levels, no hierarchical barriers in working relationship, ample freedom for experimentation, a strong family feeling among employees, challenges accepted as a matter of fact, conducive environment, continues earning of profit, hard work, autonomy given to administrative section to identify the training needs, enforcing discipline, concern for people within and outside the organisation etc. such an organisation culture allowed employees to develop their potential in an atmosphere of harmony, trust, and team effort. Everyone helped others to learn and gain proficiency in their jobs.

To gauge the organisational culture and climate prevailing in SCR in the form of HRD values, 14 statements have been adopted from the questionnaire.

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<td>Agree</td>
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<td>35</td>
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</table>

Source: Field Investigation

Above Table 4.18 reveals that, the Human Resource Development Climate in SCR.

Statement-1: The organisations goals and objectives are clear to me (employee)

The above statement reveals that a majority of 196 (49%) respondents agreed that, SCR has many organisational goals and objectives, those
objectives are very clear to all the employees to give better service to the public this may bring healthy organinational development. 146 (36.5%) respondents strongly agree, 42 (40.5%) of the respondents neither agree nor disagree it is clear that some of them have average level of satisfaction, 13 (3.25%) disagree and only 3 (0.75%) respondents strongly disagree. Hence, it is clear that majority of the respondents are well aware about the organisational goals and objectives of SCR.

The obtained ($\chi^2$) value is 36.586 at degree of freedom is 20, is higher than the table value of 31.410 at 5% of significance level (0.000).

**Statement-2: Employees have a shared understanding of what the organisation is supposed to do...**

Majority 175 (43.5%) of the respondents agreed that, in the SCR employees have understanding of what the organisation is supposed to do… for the better quality services. 157 (39.25%) of respondents strongly agree, 50(12.5%) of respondents neither agree nor disagree 15 (3.75%) of the respondents disagree and only 3 (0.75%) of the respondents totally disagree.

The obtained ($\chi^2$) value is 34.907 at degree of freedom is 20, is higher than the table value of 31.410 at 5% of significance level (0.001).

**Statement-3: Roles and responsibilities within the group are understood.**

The analysis of the table indicates that a majority of 177 (44.25) of the respondents agreed that roles and responsibility within the employees group are easy to understand, it shows the good relationship between the employees who are working in the organisation, 148 (37%) of the respondents strongly agree. 50(12.5%) of the respondents neither agree nor disagree. 20 (5%) of the respondents disagree and some of the respondents i.e. 5 (1.25%) of the respondents fully disagree.
The obtained \( \chi^2 \) value is 36.23 at degree of freedom is 20, is higher than the table value of 31.410 at 5% of significance level (0.000).

**Statement-4: Clear reporting structures have been established**

It is clear from the above statement that the majority of 165(41.25%) of the respondents agree that SCR has systematic process of maintaining the records. 153 (38.25%) of the respondents strongly agree that in the SRC employee and employer maintain the records simultaneously, 59(14.75%) respondents opined that neither agree nor disagree it means they don’t have the exact idea about the above statement, 19 (4.75%) respondents disagree and 4 (1%) of the respondents strongly disagree.

Hence, it is clear that the maximum number of the respondents agree that maintaining the records in the SCR is one of the important functions of human resource development and it shows the healthy climate.

The obtained \( \chi^2 \) value is 37 at degree of freedom is 20, is higher than the table value of 31.410 at 5% of significance level (0.000).

**Statement-5: Employees at this organisation have the right skills set to perform their job functions, Category, Individual.**

Above statement clearly stated that the majority of 178 (44.5%) of the respondents agreed that employees at SCR has the right skills according to their basic job requirement like functions, category, individual, 148 (37%) of the respondents strongly agreed that SCR have set the right skills to set their job function, category and individuals. 48 (12%) either agree nor disagree 21 (5.25%) disagree and only 5 (1.25%) strongly disagree.
The obtained \( \chi^2 \) value is 39.724 at degree of freedom is 20, is higher than the table value of 31.410 at 5% of significance level (0.001).

**Statement-6: I gain satisfaction from my current job responsibilities**

The analysis of the table reveals that 192 (48%) of the respondents agreed that they are very much satisfied with their current job responsibility, 148 (37%) of the respondents strongly agree 38 (9.5%) of the respondents neither agree nor disagree 17(4.25%) disagree and only 5(1.25%) strongly disagree.

The obtained \( \chi^2 \) value is 33.168 at degree of freedom is 20, is higher than the table value of 31.410 at 5% of significance level (0.001).

**Statement-7: My skills and abilities are fully utilized in my current job.**

From the above statement, majority of 185 (46.25%) of the respondents agreed that, in the SCR, employees are able to utilise their skill, knowledge abilities pertaining to their present job requirement. 140 (35%) of the respondents strongly agree 47 (14.75%) of the respondents neither agree nor disagree 22 (5.5%) respondents disagree 6 (1.5%) of the respondents strongly disagree.

The obtained \( \chi^2 \) value is 34.573 at degree of freedom is 20, is higher than the table value of 31.410 at 5% of significance level (0.001).

**Statement-8: I have the opportunity to further develop my skills and abilities.**

Above statement illustrate that majority of 189 (47.25%) respondents agreed that employees have the opportunity to further develop their skills and abilities. 158 (39.5%) of the respondents strongly agree, 32 (8%) of the
respondents neither agree nor disagree 15(3.75%) of respondents disagree and only 6(1.5%) of the respondents strongly disagree.

The obtained ($\chi^2$) value is 32.379 at degree of freedom is 20, is higher than the table value of 31.410 at 5% of significance level (0.001).

**Statement-9: I find that I am challenged in my current job**

The analysis of the above statement that the, majority of 166 (41.5%) respondents agreed, employees find that they are challenged in their current job. 163 (40.75%) proportion of the respondents who strongly agree, 43. (10.75%) also ‘agree’ that their job is challenging one. 23(5.75%) of the respondents disagree and only negligible member i.e., 5 (1.25 %) of the respondents strongly disagree to the statement.

The obtained ($\chi^2$) value is 50.64 at degree of freedom is 20, is higher than the table value of 31.410 at 5% of significance level (0.001).

**Statement-10: My work adds value to the organisation.**

Above statement shows that 175 (43.75%) of the respondents agreed that their work adds more value to the organisation, 148 (37%) of the respondents strongly agree 40(10%) of the respondents neither agree nor disagree 23 (5.75%) of the respondents disagree and only 14 (3.5%) of the respondents strongly disagree.

The obtained ($\chi^2$) value is 35.149 at degree of freedom is 20, is higher than the table value of 31.410 at 5% of significance level (0.001).
Statement-11: Knowledge and information sharing is a group norm across the organisation.

Above statement illustrates that 175 (43.75%) of the respondents agree that sharing knowledge is one of the best practices to the present job and this climate may bring overall development of the organisation as well as individuals. 128 (32%) of the respondents strongly agree 54 (13.5%) of the respondents neither agree nor disagree, 36 (9%) of the respondents disagree and only 7 (1.75%) of the respondents strongly disagree.

The obtained ($\chi^2$) value is 63.284 at degree of freedom is 20, is higher than the table value of 32.268 at 5% of significance level (0.001).

Statement-12: Employees consult each other when they need support

Above statement shows that 175 (43.75%) of the respondents agreed that employees consult each other when they need support. (33.5%) of the respondents strongly agree 51(12.75%) of the respondents neither agree nor disagree 9 (2.25%) of the respondents disagree and only 9 (2.25%) of the respondents strongly disagree.

The obtained ($\chi^2$) value is 11.731 at degree of freedom is 20, is higher than the table value of 31.410 at 5% of significance level (0.001).

Statement-13: Individuals appreciate the personal contributions of their peers

Above statement shows that the majority of 161(40.25%) of the respondents agree individuals appreciate the personal contribution of their peers. 139 (34.75%) of the respondents strongly agree, 67 (16.75%) of the respondents neither agree nor disagree, 27 (6.75%) of the respondents disagree and only 5 (15%) of the respondents strongly disagree.

The obtained ($\chi^2$) value is 32.509 at degree of freedom is 20, is higher than the table value of 31.410 at 5% of significance level (0.001).
Statement-14: When disagreements occur, they are addressed promptly in order to resolve them

Above statement shows that 155 (38.75%) of the respondents agreed that, whenever disagreement occur, they are addressed promptly in order to resolve them. 127 (31.75%) of the respondents strongly agree 74 (18.5%) of the respondents neither agree nor disagree 35 (8.75%) of the respondents disagree and 9 (2.25%) of the respondents strongly disagree.

The obtained ($\chi^2$) value is 34.837 at degree of freedom is 20, is higher than the table value of 31.410 at 5% of significance level (0.001).

HRD has taken rapid strides in the recent past and has appealed to the management in services sector like SCR. To this extent one may have a sense of gratification as it reflects concern for the human resource and its development and efforts being made in this direction. The HRD Climate as a composite variable was derived based on the general practices, ideologies and responses as well as the capacities of the HRD personnel, both as viewed and perceived by the workers and ascertained through actual practices. As such, both in terms of opinion as well as practices and actions, the situation appears to be rather favourable.

Further, just in case of employee conception of HRD practices, the HRD climate appeared to be varying independent zone and with the size and type of organisation. Quite strangely, further, the HRD climate was found to be of little implications so far as other components of organisational milieu such as capacity utilisation, operating status and the like.

But the findings indicate to a rather inexplicable situation in the zone studied, where capacity of utilization and operating status do not have to do
with the HRD climate, which might undermine the very importance of the HRD practices. Than their less seriously as it ought to have been taken in such divisions that employee relatively more advanced technology, warranting a remedial action management strategy in India. It may be taken as being in its nascent stage; one may have a sense of gratification to this extent it reflects concern for the human resources and its development and efforts being made in this direction.

4.3 PERFORMANCE APPRAISAL AND EMPLOYEE MOTIVATION IN SCR

Introduction:

An attempt is made further to ascertain empirically the effectiveness of performance appraisal as a HRD practice and its determinants, which could serve as a constituent variable of the composite variable – HRD practices. The performance appraisal is analysed for its implication on the overall performance of the SCR.

The Performance appraisal is a systematic evaluation of the employee’s performance at work. It is a process of evaluating an employee’s performance on a job in terms of its requirement. It is a process of estimating or judging the value, excellence, qualities of person. Performance appraisal is a formal programme in an organisation which is concerned with not only the contributions of the members who form part of the organisation, but aims at spotting the potential also. The satisfactory performance is only a part of the system as a whole and the management needs more information than mere performance ratings of the subordinates.

Performance appraisal is the systematic evaluation of an individual with respect to his/her performance on the job and his/her potential for development. Performance appraised is concerned with determining the differences among
the employees working in the organisation. Generally, the evaluation is done by the individual’s immediate superior in the organisation and whose performance is reviewed in turn by his superior. Thus, everyone in the organisation who rates others below him/her is also rated by his superiors; Performance appraisal employees rating techniques for comparing individual employees in the work group, in terms of personal qualities or deficiencies and the requirements of their respective jobs.

The findings with regard to performance appraisal as a HRD practice reveals that the process through which employees have been assessed for their contribution to the organisation growth has been on the whole quite effective.

4.3.1 Performance Appraisal and Confidential Report in SCR:

- Confidential Report (CR) is prepared for SCR employees in Group A, B, C at the end of each Financial Year.
- It is written by immediate superior who must take into account performance of concerned railway staff over the period.
- Senior subordinates and officers fix the targets in advance and work is to be reviewed periodically.
- At the end of the year SCR employee gives self-assessment along with resume of work done and reasons for shortfalls.
- Reporting officer must fill up each column and make overall assessment based on assessment in each column based on actual performance and matters on record.
- Form covers general qualities, professional abilities, integrity, intelligence, tact, industry, keenness, attitude to SC/ST, to superiors, equals and subordinates, general conduct and character, sociability, aptitudes and shortcomings etc.
- Whenever an entry is based on actual incident it should be indicated. Resume is given by the employee should also be considered.
• Reporting officer will submit report to Reviewing Officer who may make his own assessment and record changes if necessary. Report is finally put up to accepting authority.

• Adverse entries in the CR should be communicated to the employee concerned and his representation if any in this regard shall be considered by the accepting authority that will pass a speaking order if representation is to be rejected. If accepted adverse remarks shall be expunged or removed.

• CR should be written with utmost circumspection, caution and care.

• CR is in two parts.

• Entries in part II are not communicated.

• Self appraisal should be filled in by staff in Grade Pay Rs. 4200/- and above who are likely to be considered for Group B posts.

4.3.2 **Merits of Performance Appraisal**

• Gives opportunity to the staff concerned to review his own performance through self-appraisal.

• It is beneficial for the administration for placements, promotion, deputation, training, career planning, growth etc.

• Periodical review of targets and performance.

• CPOs shall ensure that schedule of writing CR adhered to.

• No officer under suspension shall be allowed to write/review CR of subordinates, if during major part of writing/reviewing he was under suspension.7

4.3.3 **Purpose of Performance Appraisal in SCR:**

The following are the main purposes of performance appraisal in South Central Railway.

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7 Confidential Reports on Non-gazetted Railway servants – Master Circular, No. E (NG)/90/CR/4, dated 17.6.2013
1. **Appraisal Procedure:** It provides a common and unified measure of performance appraisal, so that all employees are evaluated in the same manner. It gives indiscriminatory rating of all the employees of South Central Railway.

2. **Decision Making:** Performance appraisal of the employees is extremely useful in the decision making process of the organisation. In selection, training, promotion, pay increment and in transfer, performance appraisal is very useful tool to take right decision at the right time in South Central Railway.

3. **Work Performance Records:** Performance appraisal gives complete information in the form of records regarding every employee. In South Central Railway, Reviewing Officer accepts these records that may make his own assessment and record changes if necessary. Report is finally put up to accepting authority.

4. **Employees Development:** Performance appraisal guides the employees in removing their defects and improves their work. The weaknesses of the employee recorded in the performance appraisal provide the basis for an individual development program. If properly recorded and used, the performance appraisal gives the fair opportunities to employees to correct and rectify their mistakes.

5. **Enables Supervisors to be More Alert and Competent:** Performance appraisal enables supervisor to be more alert and competent and to improve the quality of supervision by giving him a complete record of employees’ performance.

6. **Merit Rating:** Merit rating is another name of performance appraisal; it gives supervisors a more effective tool for rating their personnel. It enables
them to make more careful analysis of employee's performance and make them more productive and useful.

7. Improves Employer - Employee Relations: Performance appraisal is not only a useful guide for the supervisors and employees but it improves the employer-employee relations by creating a more conducive and amicable atmosphere in the organisation. It also stimulates free exchange of thoughts and ideas between the supervisor and the employees. In this way, performance appraisal bridges the emotional gap between the employer and employee by bringing them more close and by reducing man-to-man differences in the organisation.

<table>
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<td>Job satisfaction of employee</td>
<td>Motivation</td>
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<td>%</td>
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</tbody>
</table>

**Source: Field Investigation**

Table 4.19 shows that, opinion of the respondents regarding performance appraisal system adopted by the SCR. The majority of 128 (32%) of the respondents opined that performance appraisal system in SCR is
practical for the purpose of evaluation of the employee for their work performance in the organisation. 115 (28.75%) of the respondents said that performance appraisal system is adopted for promotion of employees from lower level to higher level jobs. 80 (20%) of the respondents expressed for employee motivation, it is clear that it builds good relationship between the employee and employer, it helps to motivate the employee at work place. And only least number of 77 (19.25%) respondents have opined that the performance appraisal system is very much needed for the purpose of job satisfaction.

The obtained ($\chi^2$) value is 70.718 at degree of freedom is 15, is higher than the table value of 24.996 at 5% of significance level (0.000).

**Figure-4.13**

Performance Appraisal System in SCR
4.3.4 Methods of Performance Appraisal in SCR:

Several methods are used for evaluating employee performance in SCR. They may be classified into two broad categories as shown in the below chart.

<table>
<thead>
<tr>
<th>Traditional Methods</th>
<th>Modern Methods</th>
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</thead>
<tbody>
<tr>
<td>3. Man-to-Man Comparison Method</td>
<td></td>
</tr>
</tbody>
</table>

Traditional Methods of Performance Appraisal: There are different techniques/methods which are used for performance appraisal of employees. Some of the methods of performance appraisal are:

- **Ranking Method:**

  Ranking method is the oldest and simplest method of rating. Here, each employee is compared with all others performing the same job and then he is given a particular rank i.e. First Rank, Second Rank etc. It states that A is superior to B, B is superior to C and so on. This method ranks all employees but it does not tell us the degree or extent of superiority i.e. by how much one employee is superior to another. Secondly, this ranking is based on only mental
assessment so it is not possible to give any objective proof about why the rater has ranked one employee as superior to another. In this method, the performance of individual employee is not compared with the standard performance. Here, the best is given first rank and poorest gets the last rank. The ranking method is highly subjective. Similarly, here the employees are compared as a whole. Comparison of the various parts of an employee's performance is not done.

- **Grading Method:**

  Under this method of performance appraisal, different grades are developed for evaluating the ability of different employees and then the employees are placed in these grades. These grades may be as follows: (i) Excellent; (ii) Very Good; (iii) Good; (iv) Average; (v) Bad; (vi) Worst.

- **Man-to-Man Comparison Method:**

  This method was first used in USA army during the 1st World War. Under this method, few factors are selected for analysis purposes. These factors are: leadership, dependability and initiative. After that a scale is designed by the rate for each factor. A scale of person is also developed for each selected factor. Each person to be rated is compared with the person in the scale, and certain scores for each factor are awarded to him/her. In other words, instead of comparing a whole man to a whole man personnel are compared to the key man in respect of one factor at a time. We can use this method in job evaluation. This method is also known as the Factor Comparison Method. In performance appraisal, it is not of much use because the designing of scale is a very difficult task.

- **Graphic Rating Scale Method of Performance Appraisal:**

  This is the very popular, traditional method of performance appraisal. Under this method, scales are established for a number of fairly specific
factors. A printed form is supplied to the rater. The form contains a number of factors to be rated. Employee characteristics and contributions include qualities like quality of work, dependability, creative ability and so on. These traits are then evaluated on a continuous scale, where the rater places a mark somewhere along the scale. The scores are tabulated and a comparison of scores among the different individuals is made. These scores indicate the work of every individual.

This method is popular because it is simple and does not require any writing ability. The method is easy to understand and use. Comparison among pairs is possible. This is necessary for decision on salary increases, promotion, etc.

- **360º PERFORMANCE APPRAISAL SYSTEM OR ALL ROUND APPRAISAL SYSTEM:**

  360º Performance Appraisal System is defined as the systemic collection and feedback of performance data on an individual or group, derived from a number of the stakeholders in their performance. It is done in a systematic way via questionnaires or interviews. This formalizes people’s judgments coming from natural interactions they have with each other. There is both a collection and a feedback process. Data are gathered and feedback to the individual participant in a clear way designed and feedback to the individual participant in a clear way designed to promote understanding, acceptance and ultimately changed behaviour.⁸

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### Table-4.20

**Methods of Performance Appraisal System Implemented by SCR**

<table>
<thead>
<tr>
<th>Divisions</th>
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</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Merit</td>
<td>Grading</td>
<td>Other</td>
<td>Total</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>%</td>
<td>N</td>
<td>%</td>
</tr>
<tr>
<td>Secunderabad</td>
<td>27</td>
<td>6.75</td>
<td>50</td>
<td>12.5</td>
</tr>
<tr>
<td>Hyderabad</td>
<td>15</td>
<td>3.75</td>
<td>37</td>
<td>9.25</td>
</tr>
<tr>
<td>Vijayawada</td>
<td>24</td>
<td>6</td>
<td>40</td>
<td>10</td>
</tr>
<tr>
<td>Guntur</td>
<td>10</td>
<td>2.5</td>
<td>18</td>
<td>4.5</td>
</tr>
<tr>
<td>Guntakal</td>
<td>16</td>
<td>4</td>
<td>27</td>
<td>6.75</td>
</tr>
<tr>
<td>Nanded</td>
<td>28</td>
<td>7</td>
<td>13</td>
<td>3.25</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>120</td>
<td>30</td>
<td>185</td>
<td>46.25</td>
</tr>
</tbody>
</table>

**Source: Field Investigation**

Above table 4.20 illustrates that method of performance appraisal system followed by SCR. Several methods and techniques are used for evaluating employee performance in SCR, according to the opinion of the respondents merit and grading are two important methods are followed by the SCR. Majority of the 185 (46.25%) respondent says that most of the time SCR follows traditional method of performance appraisal system i.e. grading method, Under this method of performance appraisal, different grades are developed for evaluating the ability of different employees and then the employees are placed in these grades. These grades may be as follows: (i) Excellent; (ii) Very Good; (iii) Good; (iv) Average; (v) Bad; (vi) Worst. 120 (30%) respondent opined that SCR has followed modern methods of performance appraisal system in SCR. But in this survey some of the respondents i.e. 95 (23.8%) of the respondents opined that, according to certain circumstances SCR followed both the methods of performance appraisal system.
Above table 4.17 found that the both the method of performance appraisal system are followed by SCR but in that modern method of performance appraisal system is most popular in SCR than the traditional method of performance appraisal system.

The obtained ($\chi^2$) value is 48.481 at degree of freedom is 10, is higher than the table value of 18.307 at 5% of significance level (0.000).

Hence, the assessment system of Confidential Report Writing system existing in Railways has become outdated and modern methods have to be analysed. The 360° Performance Appraisal System is the modern and widely accepted system. This system collects feedbacks from all around. Such a formal Performance Appraisal System is necessary for a big concern like Railways.

**Figure-4.14**

Methods of Performance Appraisal System Implemented by SCR

![Bar chart showing number of respondents for different divisions: Secunderabad, Hyderabad, Vijayawada, Guntur, Guntakal, and Nanded. The chart compares the number of respondents for Merit, Grading, and Others categories for each division.](image-url)
### Table-4.21

**Performance Appraisal System in SCR**

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Statement</th>
<th>Div</th>
<th>Opinion of the Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>N</td>
<td>%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>N</td>
<td>%</td>
</tr>
<tr>
<td>1</td>
<td>Do you receive any increment in your salary after performance appraisal</td>
<td>SEC</td>
<td>97</td>
</tr>
<tr>
<td></td>
<td></td>
<td>HYD</td>
<td>52</td>
</tr>
<tr>
<td></td>
<td></td>
<td>VIJ</td>
<td>72</td>
</tr>
<tr>
<td></td>
<td></td>
<td>GUNR</td>
<td>49</td>
</tr>
<tr>
<td></td>
<td></td>
<td>GUNL</td>
<td>55</td>
</tr>
<tr>
<td></td>
<td></td>
<td>NAN</td>
<td>41</td>
</tr>
<tr>
<td></td>
<td><strong>TOTAL</strong></td>
<td>366</td>
<td>91.5</td>
</tr>
<tr>
<td>2</td>
<td>Do you think that performance appraisal help to provide an atmosphere where all are encouraged to share one another burden</td>
<td>SEC</td>
<td>101</td>
</tr>
<tr>
<td></td>
<td></td>
<td>HYD</td>
<td>56</td>
</tr>
<tr>
<td></td>
<td></td>
<td>VIJ</td>
<td>74</td>
</tr>
<tr>
<td></td>
<td></td>
<td>GUNR</td>
<td>52</td>
</tr>
<tr>
<td></td>
<td></td>
<td>GUNL</td>
<td>55</td>
</tr>
<tr>
<td></td>
<td></td>
<td>NAN</td>
<td>45</td>
</tr>
<tr>
<td></td>
<td><strong>TOTAL</strong></td>
<td>383</td>
<td>95.75</td>
</tr>
<tr>
<td>3</td>
<td>Do you think performance appraisal helps people set and achieve meaningful goals</td>
<td>SEC</td>
<td>98</td>
</tr>
<tr>
<td></td>
<td></td>
<td>HYD</td>
<td>51</td>
</tr>
<tr>
<td></td>
<td></td>
<td>VIJ</td>
<td>74</td>
</tr>
<tr>
<td></td>
<td></td>
<td>GUNR</td>
<td>49</td>
</tr>
<tr>
<td></td>
<td></td>
<td>GUNL</td>
<td>46</td>
</tr>
<tr>
<td></td>
<td></td>
<td>NAN</td>
<td>35</td>
</tr>
<tr>
<td></td>
<td><strong>TOTAL</strong></td>
<td>353</td>
<td>88.25</td>
</tr>
<tr>
<td>Sl. No.</td>
<td>Statement</td>
<td>Div</td>
<td></td>
</tr>
<tr>
<td>-------</td>
<td>---------------------------------------------------------------------------</td>
<td>------</td>
<td>---</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>N</td>
</tr>
<tr>
<td>4</td>
<td>Do you think performance appraisal give constructive criticism in a friendly and positive manner</td>
<td>SEC</td>
<td>99</td>
</tr>
<tr>
<td></td>
<td></td>
<td>HYD</td>
<td>52</td>
</tr>
<tr>
<td></td>
<td></td>
<td>VIJ</td>
<td>76</td>
</tr>
<tr>
<td></td>
<td></td>
<td>GUNR</td>
<td>51</td>
</tr>
<tr>
<td></td>
<td></td>
<td>GUNL</td>
<td>48</td>
</tr>
<tr>
<td></td>
<td></td>
<td>NAN</td>
<td>46</td>
</tr>
<tr>
<td></td>
<td>TOTAL</td>
<td></td>
<td>372</td>
</tr>
<tr>
<td>5</td>
<td>Do you think that performance of employees improve after process of performance appraisal</td>
<td>SEC</td>
<td>92</td>
</tr>
<tr>
<td></td>
<td></td>
<td>HYD</td>
<td>53</td>
</tr>
<tr>
<td></td>
<td></td>
<td>VIJ</td>
<td>71</td>
</tr>
<tr>
<td></td>
<td></td>
<td>GUNR</td>
<td>44</td>
</tr>
<tr>
<td></td>
<td></td>
<td>GUNL</td>
<td>54</td>
</tr>
<tr>
<td></td>
<td></td>
<td>NAN</td>
<td>39</td>
</tr>
<tr>
<td></td>
<td>TOTAL</td>
<td></td>
<td>353</td>
</tr>
<tr>
<td>6</td>
<td>Do you think performance appraisal improve motivation and job satisfaction</td>
<td>SEC</td>
<td>99</td>
</tr>
<tr>
<td></td>
<td></td>
<td>HYD</td>
<td>56</td>
</tr>
<tr>
<td></td>
<td></td>
<td>VIJ</td>
<td>77</td>
</tr>
<tr>
<td></td>
<td></td>
<td>GUNR</td>
<td>54</td>
</tr>
<tr>
<td></td>
<td></td>
<td>GUNL</td>
<td>55</td>
</tr>
<tr>
<td></td>
<td></td>
<td>NAN</td>
<td>46</td>
</tr>
<tr>
<td></td>
<td>TOTAL</td>
<td></td>
<td>387</td>
</tr>
<tr>
<td>Sl. No.</td>
<td>Statement</td>
<td>Div</td>
<td>Opinion of the Respondents</td>
</tr>
<tr>
<td>-------</td>
<td>---------------------------------------------------------------------------</td>
<td>------</td>
<td>---------------------------</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Yes</td>
<td>No.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>N</td>
<td>%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>N</td>
<td>%</td>
</tr>
<tr>
<td>7</td>
<td>Is the top level management partial in performance appraisal</td>
<td>SEC</td>
<td>79 19.75</td>
</tr>
<tr>
<td></td>
<td></td>
<td>24   6</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>HYD</td>
<td>50 12.5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>9    2.25</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>VIJ</td>
<td>45 11.25</td>
</tr>
<tr>
<td></td>
<td></td>
<td>34   8.5</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>GUNR</td>
<td>39 9.75</td>
</tr>
<tr>
<td></td>
<td></td>
<td>16   4</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>GUNL</td>
<td>43 10.75</td>
</tr>
<tr>
<td></td>
<td></td>
<td>14   3.5</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>NAN</td>
<td>38 9.5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>9    2.25</td>
<td></td>
</tr>
<tr>
<td></td>
<td>TOTAL</td>
<td>294 73.5</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>106 26.5</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Do you think performance appraisal helps to change behaviour of employees</td>
<td>SEC</td>
<td>99 24.75</td>
</tr>
<tr>
<td></td>
<td></td>
<td>4    1</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>HYD</td>
<td>58 14.5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1    0.25</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>VIJ</td>
<td>78 19.5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1    0.25</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>GUNR</td>
<td>53 13.25</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2    0.5</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>GUNL</td>
<td>55 13.75</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2    0.5</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>NAN</td>
<td>46 11.5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1    0.25</td>
<td></td>
</tr>
<tr>
<td></td>
<td>TOTAL</td>
<td>389 97.25</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>11   2.5</td>
<td></td>
</tr>
</tbody>
</table>

Source: Field Investigation

Above table 4.21 shows that opinion of the respondents regarding performance appraisal system followed by SCR.

**Statement-1: Do you receive any increment in your salary after performance appraisal**

The above table 4.21 shows, employees receive increment for their performance from the higher authorities in SCR. Majority of 366 (91.5%) have opined they receive the increment in their salary after performance appraisal,
and only 34 (8.5%) of the respondents have not received any increment. Hence, it is observed that the maximum number of respondents received increment.

**Statement 2: Do you think that performance appraisal help to provide an atmosphere where all are encouraged to share one another burden**

It is observed that majority of 353(88.25%) of the respondents agreed that performance appraisal helps to provide a good working atmosphere and employees were encouraged to share one another burden, and only 47 (11.75%) of the respondents, SCR never permit to employees share their views each other.

**Statement 3: Do you think performance appraisal helps people set and achieve meaningful goals**

In the organisation, every employee has their aims and goals in their life. Performance appraisal is one of the best platforms to achieve their goals and objectives in the work place. It may be observed in the above statement performance appraisal system helps to motive to achieve the employee goals. Majority of 353 (88.25%) of respondents agreed that performance system in SCR is motivate employee pertaining to their job, and only least number of i.e. 47(11.75%) of respondents do not agree with the present performance appraisal system followed by the SCR.

**Statement 4: Do you think performance appraisal give constructive criticism in a friendly and positive manner.**

It is found that majority of 372(93%) of the respondents opined performance appraisal gives constructive criticisms in a friendly and positive manner in the SCR and only 28 (7%) of the respondents disagreed about above statement.
Statement 5: Do you think that performance of employees improve after process of performance appraisal

It is observed that the majority of 353 (88.25%) of the respondents opined that the performance of the employees helps to improve their work after the appraisal of their work in the organisation, and it brings good result in future time. It clearly stated that least number of 47 (11.5%) of respondents not at all accepted the above statement.

Statement 6: Do you think performance appraisal improve motivation and job satisfaction

It may be observed from the statement 6 that performance appraisal improve motivation and job satisfaction. Majority of 387 (96.75%) of respondents agreed that performance appraisal system in SCR motivate the employees pertaining to their job and it gives the employee satisfaction from their present job, and only least number i.e. 13(3.5%) of respondents do not agree with the present performance appraisal system followed by the SCR.

Further, the finding seems to indicate that, an effective performance appraisal system could be of positive implications for the motivation of the employees good organisational climate, and better industrial relations

Statement 7: Is the top level management partial in performance appraisal

It is found from the above statement 7 that the top level management is partial in performance appraisal. Majority of 294 (73.5%) of the respondents stated “Yes”, means while appraising the employees in the organisation, sometimes top level management can take one side decision they can’t clarify each and every employee because of large number of employees working in the SCR. Only 106 (26.5%) of the respondents stated “No”, it is clear that there is no partiality in performance appraisal in SCR.
Hence, it is concluded that due to busy schedule, top level management can’t reach each and every employee in person to find out their performance.

**Statement 8: Do you think performance appraisal helps to change behaviour of employees**

It is shown in the above statement 8 performance appraisal helps to change the behaviour of employee. Majority of 389(97.25%) of the respondents stated “Yes”, with the help of performance appraisal system in SCR, many are promoted from low level jobs to high level jobs i.e. ‘B’ group job to ‘A’ group job, assistant executives to executives, assistant office supervisor to office supervisors. When they are promoted low level to higher level job, automatically they change their behaviour and only 11 (2.5%) of the respondents stated “No” it clear that they are not agree with the above statement. Hence, more number of respondents agree with the above statement.

**Table-4.22**

**Employee feedback about work performance in SCR**

<table>
<thead>
<tr>
<th>Divisions</th>
<th>Employee feedback about work performance</th>
<th>Chi Square Value</th>
<th>df</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>All times</td>
<td>Some time</td>
<td>Never</td>
<td>Total</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>%</td>
<td>N</td>
<td>%</td>
</tr>
<tr>
<td>Secunderabad</td>
<td>38</td>
<td>9.5</td>
<td>35</td>
<td>8.75</td>
</tr>
<tr>
<td>Hyderabad</td>
<td>43</td>
<td>10.75</td>
<td>10</td>
<td>2.5</td>
</tr>
<tr>
<td>Vijayawada</td>
<td>60</td>
<td>15</td>
<td>15</td>
<td>3.75</td>
</tr>
<tr>
<td>Guntur</td>
<td>31</td>
<td>7.75</td>
<td>14</td>
<td>3.5</td>
</tr>
<tr>
<td>Guntakal</td>
<td>26</td>
<td>6.5</td>
<td>21</td>
<td>5.25</td>
</tr>
<tr>
<td>Nanded</td>
<td>31</td>
<td>7.75</td>
<td>13</td>
<td>3.25</td>
</tr>
<tr>
<td>Total</td>
<td>229</td>
<td>57.25</td>
<td>108</td>
<td>27</td>
</tr>
</tbody>
</table>

*Source: Field Investigation*
Table 4.22 shows Employees feedback about their work performance in SCR. Out of 400 respondents the majority of 229 (57.25%) opined that at the end of every year SCR employees give self-assessment along with resume of work done and reasons for shortfalls if any and they collect the regular feedback. 108(27%) of the respondents stated that, sometimes SCR neglect the collection of employee feedback. And remaining 63 (15.75%) of the respondents said higher authorities in SCR are not collecting regular feedback from the employees. They are not satisfied with the employees regular feedback pertaining to performance appraisal system followed by SCR.

The obtained ($\chi^2$) value is 46.36 at degree of freedom is 10, is higher than the table value of 18.307 at 5% of significance level (0.000).

Figure-4.15

Employee feedback about work performance in SCR

[Bar chart showing employee feedback across different divisions]
### Table-4.23

Employee satisfaction regarding performance appraisal system in SCR

<table>
<thead>
<tr>
<th>Divisions</th>
<th>Employee satisfaction</th>
<th>Chi Square Value</th>
<th>df</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Fully satisfied &amp; N &amp; %</td>
<td>satisfied &amp; N &amp; %</td>
<td>Not satisfied &amp; N &amp; %</td>
<td>Total &amp; N &amp; %</td>
</tr>
<tr>
<td>Secunderabad</td>
<td>47 &amp; 11.75 &amp; 36 &amp; 9 &amp; 20 &amp; 5</td>
<td>103 &amp; 25.75</td>
<td>32.14</td>
<td>10</td>
</tr>
<tr>
<td>Hyderabad</td>
<td>40 &amp; 10 &amp; 10 &amp; 2.5 &amp; 9 &amp; 2.25</td>
<td>59 &amp; 14.75</td>
<td>32.14</td>
<td>10</td>
</tr>
<tr>
<td>Vijayawada</td>
<td>63 &amp; 15.75 &amp; 12 &amp; 3 &amp; 4 &amp; 1</td>
<td>79 &amp; 19.75</td>
<td>32.14</td>
<td>10</td>
</tr>
<tr>
<td>Guntur</td>
<td>31 &amp; 7.75 &amp; 18 &amp; 4.5 &amp; 06 &amp; 1.5</td>
<td>55 &amp; 13.75</td>
<td>32.14</td>
<td>10</td>
</tr>
<tr>
<td>Guntakal</td>
<td>25 &amp; 6.25 &amp; 22 &amp; 5.5 &amp; 10 &amp; 2.5</td>
<td>57 &amp; 14.25</td>
<td>32.14</td>
<td>10</td>
</tr>
<tr>
<td>Nanded</td>
<td>27 &amp; 6.75 &amp; 15 &amp; 3.75 &amp; 05 &amp; 1.25</td>
<td>47 &amp; 11.75</td>
<td>32.14</td>
<td>10</td>
</tr>
<tr>
<td>Total</td>
<td>233 &amp; 58.25 &amp; 113 &amp; 28.25 &amp; 54 &amp; 13.5</td>
<td>400 &amp; 100</td>
<td>32.14</td>
<td>10</td>
</tr>
</tbody>
</table>

**Source: Field Investigation**

Above table 4.23 shows employee satisfaction regarding performance appraisal system by SCR. The majority of 233 (58.25%) of the respondents fully satisfied, 113(28.25%) of the respondents satisfied and remaining 54 (13.5%) of the respondents not satisfied. It shows that there is good performance appraisal system in SCR.

The obtained ($\chi^2$) value is 32.14 at degree of freedom is 10, is higher than the table value of 18.307 at 5% of significance level (0.001).
4.4 EMPLOYEE WELFARE AND QUALITY WORK OF LIFE IN SCR

4.4.1 Employee welfare facilities in SCR:

Employee welfare aims at providing certain facilities and amenities to workers in the organisation so as to relieve them of personal and family worries and help them to broaden outlook in life which, in turn, shall increase the productivity.

The welfare schemes adopted in SCR cover a wide spectrum of activities in areas of housing, education, Medicare, recreation and certain other purposes which are given below:

1. Residential accommodation:

Residential accommodations are provided to railway servants at subsidized rates with various advantages of city life with the result railway colonies have grown up at different station all over the SCR. Endeavour is being made to remove housing problems and so, a society, namely, SCR
welfare organisation has been set up to build houses with modern facilities into urban and semi urban areas all over the country for sale to the serving and also retired railway personnel at reasonable cost under “Own your Home” scheme.

2. **Educational facilities:**

   Education bearing the concern of State Governments, the policy of the Railway Ministry is not to be entering the field except to a limited extent. Railway run various convention type schools viz., Austerity Type Schools, Primary Schools, Middle Schools, High Schools, Intermediate Colleges for the benefit of children of railway servants. These institutions follow the curriculum prescribed by the State Governments. Training centers under the National Literacy Mission have also been opened by the railway administration. In addition to the above, the following facilities have also been extended.

   - Grants in aid are given railway schools where a large number of children of railway servants are studying.
   - School uniforms of a simple style are supplied free to the children of low-paid railway servants studying in Primary schools including austerity type primary classes of railway middle/High/Higher Secondary Schools and Intermediate colleges and self – managed non railway schools subject to fulfilling eligibility candidates.
   - Educational assistance at the rate of Rs 100/- per month per child under code rules if a child is sent to an out station for non-existence of school of requisite standard at the place of posting of the employee.
   - As an alternative to the educational assistance, subsidized hostels on the subsidized boarding charges have been established in major linguistic areas for the benefit of children of non gezetted staff posted at outside station.
   - Hostel subsidy is admissible to a railway servant at the rate of Rs 300/- per month per child if because of his transfer he is obliged to keep his children in the hostel of a residential school way from the station in
which he is posted and / of residing subject to fulfilling of eligibility conditions and
- Provision exists for re-imbursement of tuition fees actually paid in respect of his child provided that educational assistance is not admissible to him.

In addition to the above, monetary assistance is given from the Staff benefit fund for the following objects:
   a) Technical education in Engineering, Medical and Science courses
   b) Stipend for Chartered Accountant and Cost Accountancy courses
   c) Opening of vocational Training courses
   d) Educational assistance to Group ‘D’ staff appearing in school final examination
   e) Scholarship on merit and technical courses
   f) Assistance for books for polytechnic, Degree, MBBS, BHMS, BAMS, M.Sc, and B.Sc courses
   g) Educational expenses for deaf, dumb and blind children.

**Educational Facilities in SCR**
   a. Degree College at Lallaguda, Secunderabad
   b. 4 Junior Colleges at Secunderabad, Guntakal, Vijayawada and Kazipet
   c. 14 High Schools in six Divisions
   d. 2 Upper Primary Schools in Two Divisions
   e. 9 Primary Schools in five Divisions
   f. 22 Austerity type Primary Schools in five Divisions

**3. Medical facilities:**

With the object to keep the health complications away from railway families, well equipped railway hospitals, dispensaries, health units, child welfare centers and family planning centers are functioning in SCR for free
medical treatment. Besides, there are specialized hospitals for cancer at Varanasi, heart diseases at Perambur, orthopedics at Howrah, plastic surgery at Mumbai, macro and vascular unit at Delhi and Sanatoriums at different places. In addition to the above, the following facilities have also been extended.

a) Railway patients are also referred to other medical colleges and specialized treatment centers on railway cost.

b) The expenditure for supply, replacement, repair and adjustment of artificial appliances to railway families is borne by railway administration.

c) South Central Railway regularly participates in national health programmes such as eradication of malaria, small-pox, filarial, leprosy, and control of cholera, typhoid, tuberculosis, polio, etc.

d) Provision exists for re-imbursement of medical expenses on recommendation of medical authorities of railways.

e) Medical facilities are also admissible to retired servants under the Liberalized Health Scheme and contributory Health Scheme. A fixed Medical Allowances of Rs 100/- per month is admissible to pensioners/family pensioners for their OPD treatment where the Railway of CGHS facilities are not available.

Staff Benefit Fund runs Homeopathic and Ayurvedic dispensaries besides extending financial assistance for the following objects-

i) When on LWP, aid to ailing staff and

ii) Purchase of spectacles, artificial limbs and dentures to non-gazetted staff.

4. Canteen:

Staff canteens have been set up either as a part of railway statutory obligation or as a welfare amenity to serve subsidies meals and refreshments to employees at their work place. The canteens run on ‘No profit – No loss’ basis.
The necessary accommodation and other infrastructural facilities are provided by the Railway administration.

**Provision of Canteens:**

**Types of Canteens:**

a) Statutory (b) Non Statutory

a) **Statutory Canteens:** The provision of Section 46 of the factory act 1948 Railway administration should set up Railway Canteen, which are governed by Factory Act and employees should more than 250 members. Such canteens are to be strictly adhered to the Rules framed by State Govt. (Sec.2) of the Act to constitute Managing Committee of Canteen that also some representation from workers.

b) **Non Statutory:** The Administration should take steps to develop Canteens by encouraging co-operative basis. If the Canteen is run by Co-operative Society there should over all control of Railway administration. There should be an elected body consists of Chairman, Secretary and a Managing Committee Loans for the initial capital may be sanctioned from the Staff Benefit Fund and the loan should be repaid in Installments.

5. **Cooperative:**

In order to associate railway servants voluntary utilizing reciprocally their forces and resources for common benefit, following cooperative societies are functioning in railway under the patronage of railway administration.

a) Consumer Co-operative Societies - These are retail societies to cater day-today necessities of better qualities at reasonable prices.

b) Co-operative Thrift and Credit Societies – These encourage the habit of thrift and provide loans to staff at nominal interest to meet their urgencies.

c) C-operative Housing Societies – Railway servants are eligible for loan under low income group housing for construction of their houses.
6. **Staff grievances:**

Redressal to staff grievances is a welfare oriented activity on the SCR and therefore, various machineries are in operation to mitigate the staff grievances and liquidate monetary claims of toiling rail workers.

7. **Staff benefit fund:**

A staff benefit fund is maintained in each divisions of SCR to render financial assistance mainly to non-gazetted servants in matters of health, education, recreation, and relief in distress to ameliorate the socio economic condition of railway servants and their families.

8. **Cultural and Recreational Facilities:**

With the object to boost up cultural and recreational activities amongst railway servants and their family-members, a wide range of cultural and recreational schemes had been implemented by the SCR and these are as under:

- In order to encourage the growth of sports and games, a number of well equipped Stadiums. Swimming pools, Halls for indoor games have been provided for sportspersons. SCR have clinched many national titles and a large number of railway sportsperson have represented national, international and Olympic games.
- The scouting body functioning on the railway is a separate State Association on each railway as a branch of Bharat Scouts and Girl Guides. Scout activities inculcate in them a sense of duty, discipline and good citizenship.
- A cultural association has been established on each Zonal Railway and Production unit to provide forum for expression and creation of the finer cultural and artistic instinct of railway families. Besides promoting
cultural, musical and dramatic talents, a number of variety entertainment programmes not only recreative in nature but also of educative and reformative value are presented under the banner of these art societies from time to time.

- Every year camps for non gazette staff also for their children are organized separately in place of interest. Educational tours for workshop staff are also arranged with the aim of imparting knowledge about industrial development in the country.
- Well-equipped libraries with attached reading rooms are functioning for the best use of leisure hours of railway families, besides, mobile libraries are also in operation for the benefit of the staff posted at road side stations.
- Holidays homes and convalescent homes and convalescent home have been established at different places providing variety of amenity at nominal charges.

Recreation

- Officers Clubs for Recreation of Officers
- Staff Institutes for Recreation of Staff.
- Community Halls for Customary functions
- Holiday Homes for Pilgrimages/Outings
- Rest Houses for rest on short leave

9. Handicraft Centre/ Vocational Training centers:

Handicraft centers training –cum-production centers where volunteered female family-members of railway men of lower income group are imparted training in various trades such as fabrication of uniforms, cutting, stitching and knitting of garments, tailoring and embroidering, chair canning, register binding, files and envelops making etc., on remuneration during their spare time to augment their family income.
Vocational training centers have been established to impart training in various trade such as short hand, and type writing, photography, transistor and T.V. repairing etc., to the development of non gazette railway servants.

10. Miscellaneous:

- Railway Ministers Welfare and Relief Fund provides financial assistance to railway servants and their families in distress arising out of natural calamities, prolonged illness, premature death of a serving employee.
- Railway Women’s Welfare organisations have been formed in each zonal railway and production unit by a group of deeply committed female family members of railway men to coordinate the welfare activities for the well being of railway servants and their families.
- Staff Benefit Fund meet the expenditure for –
  a) Relief measures during the hour of distress caused by natural calamities of other situations of human distress.
  b) Meeting of funeral expenses of non-gazetted employees expired while in service
  c) Mid-day meals to children of primary Schools.
  d) Loss of personnel belongings of low-paid staff due to fire/flood of theft etc.
  e) Celebration of Childrens day and observance of National Day in a befitting manner and
  f) Hair-cutting and shaving purposes to indoor patients in Railway hospitals.
- Rest houses and Rest rooms are being run at various stations for those going on line duties.

Thus, SCR, over the years has been rendering service in promoting the welfare and well being of railway families not only to improve the mental and
moral health of toiling rail-workers but also for building up a harmony and togetherness among rail families and also the people around the railway ambience.

4.4.2 South Central Railway Women's Welfare Organisation

The South Central Railway Women’s Welfare Organisation (SCRWWO) has been formed mainly to supplement efforts of the Railway Administration in arranging relief to the distressed staff and to extend the assistance to the needy employees and their offspring. Wives of Railway Employees are eligible to become members of this organisation. Various schemes undertaken by SCRWWO inter alia include:

- Technical assistance in functioning of 66 Handicraft centers to augment Railway Staff Family income through tailoring, embroidery work etc.
- Vocational Training Centre at nominal fee
- Ashakiran: A centre for mentally challenged children introduced for first time in 1992 on railways. They manufacture files notebooks and candles, helps to encourage these children to develop skills and to lead normal life.
- Vidya Vihar: A high school located in Chilkaguda located at Secunderabad, which is well equipped with all facilities such as laboratory, library, computer education etc.,
- Anurag:
  (a) Creches and Day Care Center: It is situated in ultra modern building, easily accessible to working women’s. Children are provided milk and biscuits daily and study room is provided for children to complete their school work.
  (b) Montessori: Preparatory center for kids of the women employees for school education.
- Arogya Niketan to extend helping hand to chronic patients
• Athmabala – Widow Welfare scheme by which Rs.1000/- is being given to meet immediate relief to the deceased families of Group D employees.
• Vignan: Keeping in view of the modern technological needs, this center is imparting computer training and internet browsing at nominal rates to the SCR employees and their family.
• Jagruthi – Financial aid to Adult Literacy centers.
• Akshaya: A canteen runs in SCR.
• Financial assistance to the cultural activities in the organisation like- Andra Lalita Kala Samithi.
• By suitable rewards for women employees.
• To promote the small family norms and special incentives.
• Schools for meeting Primary Educational needs of the children of the staff.
• Gold Medals for the meritorious students of Railway Schools/Colleges.
• Scholarships for needy children of Railway Staff.⁹

⁹ South Central Railway Personal.
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Source: Field Investigation
Statement-1: Housing/ Quarter facilities in SCR

Above table shows that, the opinion of the respondents regarding housing facilities provided by SCR. Majority of 172 (43%) of the respondents agreed that housing facilities provided by the SCR is good. 116 (29%) of respondents opined that average, 85 (21.25%) of the respondents said very well. And only 27 (6.75%) of the respondents opined that housing quarter’s facilities are poor.

The obtained ($\chi^2$) value is 42.764 at degree of freedom is 15, is higher than the table value of 24.996 at 5% of significance level (0.001).

**Figure-4.17**

Housing facilities in SCR
Statement -2: Medical facility in SCR

The above table clearly shows that medical facilities provided by SCR. It is shows that majority of 171 (42.75%) of the respondents agreed that medical facilities provided by SCR are good, 108 (27%) of respondents strongly agreed they said very well, 93 (23.25%) respondents opined that average, and 28 (7%) of the respondents opined that, it is poor. These studies found that majority of the respondents are agreed that medical facilities provided by SCR are satisfactory.

The obtained ($\chi^2$) value is 38.086 at degree of freedom is 15, is higher than the table value of 24.996 at 5% of significance level (0.032).

Figure-4.18
Medical Facilities in SCR
Statement -3: Education facility for their children’s

The analysis of the above table indicates educational facilities for employees childrens in SCR. It is found that out of 400 respondents, majority of 170 (42.5%) of the respondents agreed that education facility for their children provided by SCR is good it means they are satisfied, 117 (29.25%) of respondents are just average level of satisfaction, 88 (21%) respondent opined very good, and only 25 (6.25%) respondents opined that it is poor. These studies found that majority of the respondents are satisfied.

The obtained \( \chi^2 \) value is 25.481 at degree of freedom is 15, is higher than the table value of 24.996 at 5% of significance level (0.020).

![Educational Facilities](image)

**Figure-4.19**

Educational Facilities
Statement-4: Drinking water facilities in SCR

The above table shows that drinking water facilities provided by SCR. Out of 400 respondents, majority of 171 (42.75%) of the respondents opined that good, SCR is providing purified water tankers, water coolers in each department. 131 (32.75%) of respondents are just average level of satisfaction, 72 (18%) of the respondents opined very well, and only 23 (5.75%) respondents opined that it is poor. These studies found that majority of the respondents are satisfied.

The obtained ($\chi^2$) value is 27.91 at degree of freedom is 15, is higher than the table value of 24.996 at 5% of significance level (0.05).

Figure-4.20
Drinking Water Facility
Statement-5: Canteen facilities in SCR

The above statement illustrates that canteen facilities in SCR. It found that majority of 197 (49.3%) of the respondents opined that canteen facility is good. The canteens run on ‘No profit – No loss’ basis. The necessary accommodation and other infrastructural facilities are provided by the Railway administration, they charge minimum rate to railway employee. 146 (36.55%) of respondents just average level of satisfaction, 41 (10.4%) of the respondents opined very well, and only 16 (4%) of the respondents opined that, it is poor. These studies found that majority of the respondents are satisfied.

The obtained \( \chi^2 \) value is 21.74 at degree of freedom is 15, is higher than the table value of 24.996 at 5% of significance level (0.005).

Figure-4.21

Canteen Facility
Statement-6: Communication system within your department

Above statement clearly shows that communication system within the department. It is illustrate that majority of 159 (39.75%) of the respondents opined that communication system within the department is good. 135 (33.75%) of respondents have just average level of satisfaction, 84 (21%) of respondent opined very well, and only 22 (5.5%) of respondents opined that, it is poor. These studies found that majority of the respondents are felt happy and said that railway is our family and they were very happy to work together.

The obtained ($\chi^2$) value is 46.823 at degree of freedom is 15, is higher than the table value of 24.996 at 5% of significance level (0.001).

Statement-7: SCR provide convenience facilities to the employs to reach the work place

The analysis of the above statement indicates SCR provide convenience facilities to the employee to reach work place. It is found that, out of 400 respondents majority of 139 (34.75%) of the respondents opined that convenience to the employee to reach work place is good, by railway vehicles, local trains; lift system also helps to reach work place easily. 139 (34.75%) of respondents just average level of satisfaction, 102 (25.5%) of respondents opined very well, and only 20 (5%) of respondents opined that it is poor. These studies found that majority of the respondents satisfied.

The obtained ($\chi^2$) value is 43.431 at degree of freedom is 15, is higher than the table value of 24.996 at 5% of significance level (0.001).
4.4.3 Quality of Work Life in SCR:

**Introduction:**

Quality of Work Life refers to all the organisational inputs that lead to satisfaction of employees through which organisational effectiveness will be achieved. For this purpose organisations are playing greater attention to the working life and its quality. Improved working conditions will facilitate may labour legislations have been enacted to protect the interest of the workers and their safety and health safety, of health and life that enable them to progress and increasing the productivity.\(^{10}\)

Quality of Work Life produces more humanised jobs. It seeks to serve the higher order needs of workers as well as well as their basic needs. Job enrichment, job rotations, quality circles are the important techniques followed by the SCR.

Job enrichment facilitates the employee development and help in brining the change in some organisational practices. Job rotation represents an excellent method for boarding the employees and for specialties in the generalize, through experience allowing him/her to absorb new information. It is best method followed in SCR. It allows the employees to diversify their activities and affect the occurrence of boredom.

4.4.4 Job Rotation:

Job rotation is one of the HRD system implemented in the SCR with an objective to provide an opportunity to the employees to work in various departments of divisions/divisional office and develop versatility to perform any function competently.

Job rotation is periodically effected to help the employees not only to acquire skill and proficiency in all work areas but also to be well versed with the systems and procedures of the SCR.

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\(^{10}\) Shelkh A.M “HRD and Management“ S Chand Compabt Ltd p 152
The intervals at which job rotation has to be effected will normally be determined in the lead time taken for learning the work and acquiring necessary skill to handle the work efficiency (Generally Once in Six months but not more than 12 months depend upon the department).

4.4.5 Quality Circles:

Quality circles are the small group, 3 to 12 people to do the similar work, the employees are meeting voluntarily and regularly to identify analyse and resolve. Their quality problems will take corrective actions for better results. According to SCR annual report, the number of Quality Circles teams had succeeded in solving various work related problems using quality circle tools and techniques.

The divisional railway manager’s (DRM) office, Guntakal division of the South Central Railway, has become the first DRM’s office of the Indian Railways to get the prestigious 5S certification awarded from the Quality Circle Forum of India.

The 5 ‘S’ is a Japanese technique for workplace organisation and housekeeping that uses a list of five Japanese words: Seiri (sort), Seiton (arrange), Seiso (clean), Seiketsu (Standardise), and Shitsuke (sustain). The decision-making process usually comes from a dialogue on standardization, which builds understanding among employees of how they should do the work. It has taken seven months of hard work and motivation for the Team Guntakal to attain this coveted target. During the course of this process, the division has been able to dispose of 70 tonnes of old records and files.

It describes how to organise a work space for efficiency and effectiveness by identifying and storing the items used, maintaining the area and items and sustaining the new order.
It has also adopted software for record-keeping, issuing and weeding out. This software is developed with VB as front-end and MS Access as back-end upgradable to Oracle.

Any file or record in the DRM’s office can now be fetched in 30 seconds. House-keeping has tremendously improved not only for filing but also in other areas like toilets, parking, gardens, notice boards, homes and hospital. Visual Standards in different areas have been innovated by Team Guntakal to ensure that “everything has a place and everything is in its place”.

**Concept of Quality Circles in SCR:**

Quality circle is voluntary group of employees in the same work area, coming together forming a quality circles and working as a team in identifying and solve work related problems resulting the self development and organisational benefits. The concept is aimed at giving an opportunity to employees to use their full potential innovativeness and creativity and empowering them to contribute their best and maximum to the organisation. For promoting employees motivation, job involvement, participative work culture, personality and leadership development, team building, optimum utilisation of resources, all resulting in achieving excellence in all spheres of organisational activity and a happy and congenial work atmosphere. It is neither a task force assignment, nor a substitution for suggestion scheme. It is not a panacea for all ills and problems. In fact it is not merely problem focused but also performance oriented too. It is a philosophy and not a management technique. It is management supported but not management directed.

In SCR, personal manager/ senior manager/divisional manager will call for meeting explained about the concept, enlist the names of employees who come forward of quality circle, the manager himself would be the facilitator of quality circle. After formulation, the member have to meet, elect the
leader/deputy leader, name their quality cycles and register the same with the divisional in-charge and divisional manager, will sent their information to HRD cell, staff section of concern circles.

Member will meet at regular intervals of one week/10 days/fortnight for a specific duration of half an hour to one hour depend on the purpose as decided in the first meeting without off etching normal working hours. During meeting, quality circles wise discuss, identify work related problems, choose the same, ensure non-recurrence and streamline the procedure. For implementation of solution behind their purview management permission has to be sought while solve the problem, quality circle tools and techniques help in scientific approach and arriving at rational solutions.

Quality of work life produces more humanized jobs. It seeks to serve the higher order needs of workers as well as their basic needs. Job enrichment, job rotation, quality circles are of the important techniques followed by SCR for improving quality of work life in the railway.

Table-4.25

I am satisfied with the working conditions provided by the SCR

<table>
<thead>
<tr>
<th>Divisions</th>
<th>Opinion of the Respondents</th>
<th>Chi Square Value</th>
<th>df</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Strongly agree</td>
<td>Agree</td>
<td>Sometimes agree</td>
<td>Disagree</td>
</tr>
<tr>
<td>N</td>
<td>%</td>
<td>N</td>
<td>%</td>
<td>N</td>
</tr>
<tr>
<td>Secunderabad</td>
<td>28 7 39 9.75</td>
<td>30 7.5</td>
<td>6 1.5</td>
<td>103 25.75</td>
</tr>
<tr>
<td>Hyderabad</td>
<td>4 1 20 5</td>
<td>26 6.5</td>
<td>9 2.25</td>
<td>59 14.75</td>
</tr>
<tr>
<td>Vijayawada</td>
<td>27 6.75 33 8.25</td>
<td>19 4.75</td>
<td>- 0</td>
<td>79 19.75</td>
</tr>
<tr>
<td>Guntur</td>
<td>23 5.75 24 6</td>
<td>8 2</td>
<td>- 0</td>
<td>55 13.75</td>
</tr>
<tr>
<td>Guntakal</td>
<td>8 2 20 5</td>
<td>22 5.5</td>
<td>7 1.75</td>
<td>57 14.25</td>
</tr>
<tr>
<td>Nanded</td>
<td>14 3.5 33 8.25</td>
<td>- 0</td>
<td>- 0</td>
<td>47 11.75</td>
</tr>
<tr>
<td></td>
<td>104 26 169 42.25</td>
<td>105 26.25</td>
<td>22 5.5</td>
<td>400 100</td>
</tr>
</tbody>
</table>

Source: Field Investigation
Table 4.25 Shows an analysis of employee satisfaction about their working conditions in SCR it is found that majority of 169 (42.25%) agreed that the existing working conditions are effective. 104 (26%) of the respondents strongly agree, 105 (26%) of respondents sometimes agree with and only some of the respondents i.e. 22 (5.5%) of the respondents do not agree. The results indicate that majority of the respondents agreed that the working conditions in SCR is very effective for individual and organisational development purpose.

The obtained \( \chi^2 \) value is 81.094 at degree of freedom is 15, is higher than the table value of 24.996 at 5% of significance level (0.001).

**Figure-4.22**

I am satisfied with the working conditions provided by the SCR
Table 4.26
How environment is motivating the employees for their better quality of work in SCR

<table>
<thead>
<tr>
<th>Divisions</th>
<th>Opinion of the Respondents</th>
<th>Total</th>
<th>Chi Square Value</th>
<th>df</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
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<td></td>
<td>Extremely Motivating</td>
<td>Fairly Motivating</td>
<td>Neither motivating not De-motivating</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>%</td>
<td>N</td>
<td>%</td>
<td>N</td>
</tr>
<tr>
<td>Secunderabad</td>
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<td>12</td>
<td>47</td>
<td>11.75</td>
<td>8</td>
</tr>
<tr>
<td>Hyderabad</td>
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<td>4.75</td>
<td>40</td>
<td>10</td>
<td>-</td>
</tr>
<tr>
<td>Vijayawada</td>
<td>31</td>
<td>7.75</td>
<td>48</td>
<td>12</td>
<td>-</td>
</tr>
<tr>
<td>Guntur</td>
<td>31</td>
<td>7.75</td>
<td>24</td>
<td>6</td>
<td>-</td>
</tr>
<tr>
<td>Guntakal</td>
<td>19</td>
<td>4.75</td>
<td>34</td>
<td>8.5</td>
<td>4</td>
</tr>
<tr>
<td>Nanded</td>
<td>18</td>
<td>4.5</td>
<td>29</td>
<td>7.25</td>
<td>-</td>
</tr>
<tr>
<td>Total</td>
<td>166</td>
<td>41.5</td>
<td>222</td>
<td>55.5</td>
<td>12</td>
</tr>
</tbody>
</table>

Source: Field Investigation

Table 4.26. reveals that how environment is motivating the employee for their quality of work in SCR. Majority of 222 (55.5%) of the respondents opined that, SCR has always maintain employees oriented program and through this it’s create healthy work environment. 166 (41.5%) of the respondents say extremely motivating, and only 12 (3%) of the respondents said they does not attended any conference which provide knowledge of regarding QWL.

The obtained ($\chi^2$) value is 29.707 at degree of freedom is 10, is higher than the table value of 18.307 at 5% of significance level (0.002).
Table-4.27

Quality of work life makes safe and healthy working conditions in SCR

<table>
<thead>
<tr>
<th>Divisions</th>
<th>Strongly Agree N</th>
<th>%</th>
<th>Agree N</th>
<th>%</th>
<th>Sometimes Agree N</th>
<th>%</th>
<th>Disagree N</th>
<th>%</th>
<th>Total N</th>
<th>%</th>
</tr>
</thead>
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<td>6</td>
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<td>25.75</td>
</tr>
<tr>
<td>Hyderabad</td>
<td>18</td>
<td>4.5</td>
<td>20</td>
<td>5</td>
<td>12</td>
<td>3</td>
<td>9</td>
<td>2.25</td>
<td>59</td>
<td>14.75</td>
</tr>
<tr>
<td>Vijayawada</td>
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<td>6.25</td>
<td>33</td>
<td>8.25</td>
<td>19</td>
<td>4.75</td>
<td>2</td>
<td>0.5</td>
<td>79</td>
<td>19.75</td>
</tr>
<tr>
<td>Guntur</td>
<td>22</td>
<td>5.5</td>
<td>25</td>
<td>6.25</td>
<td>7</td>
<td>1.75</td>
<td>1</td>
<td>0.25</td>
<td>55</td>
<td>13.75</td>
</tr>
<tr>
<td>Guntakal</td>
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<td>4.25</td>
<td>19</td>
<td>4.75</td>
<td>14</td>
<td>3.5</td>
<td>7</td>
<td>1.75</td>
<td>57</td>
<td>14.25</td>
</tr>
<tr>
<td>Nanded</td>
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<td>2.5</td>
<td>28</td>
<td>7</td>
<td>7</td>
<td>1.75</td>
<td>2</td>
<td>0.5</td>
<td>47</td>
<td>11.75</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>112</strong></td>
<td><strong>28</strong></td>
<td><strong>170</strong></td>
<td><strong>42.5</strong></td>
<td><strong>91</strong></td>
<td><strong>22.75</strong></td>
<td><strong>27</strong></td>
<td><strong>6.75</strong></td>
<td><strong>400</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Chi Square Value: 33.068, df: 15, Sig: 0.000

Source: Field Investigation

Table 4.27 shows that, Quality of work life makes safe and healthy working condition in SCR. Majority of 170 (42.5%) of respondents agree about QWL create a safe and healthy working environment in SCR, 112 (28%) respondents strongly agreed about the statement, 91 (22.75%) respondents were sometimes agreed they opined that it may create healthy working condition or it may not it depends on the situation. And only 27 (6.75%) of the respondents not agree. It is not possible for say what will be happened in the future at work place. Hence, more than 80% of the respondents are happy with the good Quality of Work Life in SCR.

The obtained ($\chi^2$) value is 33.068 at degree of freedom is 15, is higher than the table value of 24.996 at 5% of significance level (0.000).
Figure-4.23
Quality of Work Life Makes the Safe and Healthy Working Condition in SCR

Table-4.28
There is a Harmonious relationship with our colleagues in the SCR

<table>
<thead>
<tr>
<th>Divisions</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Sometimes agree</th>
<th>Disagree</th>
<th>Total</th>
<th>Chi Square Value</th>
<th>df</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>N   %</td>
<td>N     %</td>
<td>N   %</td>
<td>N   %</td>
<td>N     %</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Secunderabad</td>
<td>34  8.5</td>
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<td>32  8</td>
<td>7  1.75</td>
<td>103</td>
<td>41.66</td>
<td>15</td>
<td>0.001</td>
</tr>
<tr>
<td>Hyderabad</td>
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<td>7  1.75</td>
<td>3  0.75</td>
<td>59  14.75</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vijayawada</td>
<td>39  9.75</td>
<td>19  4.75</td>
<td>13  3.25</td>
<td>8  2</td>
<td>79  19.75</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Guntur</td>
<td>34  8.5</td>
<td>17  4.25</td>
<td>3  0.75</td>
<td>1  0.25</td>
<td>55  13.75</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Guntakal</td>
<td>22  5.5</td>
<td>17  4.25</td>
<td>9  2.25</td>
<td>9  2.25</td>
<td>57  14.25</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nanded</td>
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<td>11  2.75</td>
<td>3  0.75</td>
<td>1  0.25</td>
<td>47  11.75</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>190 47.5</td>
<td>114 28.5</td>
<td>67 16.75</td>
<td>29 7.25</td>
<td>400 100</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Field Investigation
Above table 4.28 reveals the harmonious relationship with colleagues in the SCR. Majority of 190 (47.5%) respondents opined that they have good relationship with their colleagues; they strongly agreed that good relationship can build better organisational development. 114 (28.5%) of the respondents agreed about the statement given above. 67 (16.75%) of respondents sometimes agreed and only least number of 29 (7.25%) of the respondents disagree.

The obtained \( (\chi^2) \) value is 41.66 at degree of freedom is 15, is higher than the table value of 24.996 at 5% of significance level (0.001).

**Figure-4.24**

**There is a Harmonious relationship with our colleagues in the SCR**
Table-4.29
I am given adequate and fair compensation for the work I do

<table>
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<tr>
<th>Divisions</th>
<th>Strongly agree N</th>
<th>%</th>
<th>Agree N</th>
<th>%</th>
<th>Sometimes agree N</th>
<th>%</th>
<th>Disagree N</th>
<th>%</th>
<th>Total N</th>
<th>%</th>
<th>Chi Square Value</th>
<th>df</th>
<th>Sig</th>
</tr>
</thead>
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<td>Secunderabad</td>
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<td>16 4</td>
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<td>25.75</td>
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<td></td>
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<td>6</td>
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<td>14.75</td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vijayawada</td>
<td>26 6.5</td>
<td>16 4</td>
<td>20 5</td>
<td>17 4.25</td>
<td>79</td>
<td>19.75</td>
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<tr>
<td>Guntur</td>
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<td>8 2</td>
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<td></td>
</tr>
</tbody>
</table>

Source: Field Investigation

Above table 4.29 reveals that, majority of 137 (34.25%) of the respondents agreed that they are given adequate and fair compensation to their work. 114 (28.5%) of the respondents strongly agreed, 100 (25%) of the respondents sometimes agreed and only 48 (12.25%) of the respondents disagree.

The obtained ($\chi^2$) value is 28.25 at degree of freedom is 15, is higher than the table value of 24.996 at 5% of significance level (0.000).
**Figure-4.25**

I am given adequate and fair compensation for the work I do

![Bar chart showing the distribution of opinions among respondents in different divisions.](chart)

**Table-4.30**

The SCR does a good job of linking rewards to job performance

<table>
<thead>
<tr>
<th>Divisions</th>
<th>Strongly agree</th>
<th>agree</th>
<th>Sometimes agree</th>
<th>Disagree</th>
<th>Total</th>
<th>Chi Square Value</th>
<th>df</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>No.</td>
<td>%</td>
<td>No.</td>
<td>%</td>
<td>No.</td>
<td>%</td>
<td>No.</td>
<td>%</td>
</tr>
<tr>
<td>Secunderabad</td>
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<td>7.75</td>
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<td>8.5</td>
<td>7</td>
<td>1.75</td>
</tr>
<tr>
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<td>8.5</td>
<td>18</td>
<td>4.5</td>
<td>5</td>
<td>1.25</td>
<td>2</td>
<td>0.5</td>
</tr>
<tr>
<td>Vijayawada</td>
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<td>10.25</td>
<td>26</td>
<td>6.5</td>
<td>8</td>
<td>2</td>
<td>4</td>
<td>1</td>
</tr>
<tr>
<td>Guntur</td>
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<td>19</td>
<td>4.75</td>
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<tr>
<td>Guntakal</td>
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<td>16</td>
<td>4</td>
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<td>2.25</td>
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<td>1</td>
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<tr>
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<td>19</td>
<td>4.75</td>
</tr>
</tbody>
</table>

Source: Field Investigation
Above table 4.30 illustrate that, The SCR does a good job of linking rewards to job performance, SCR has invite for reward every year. Majority of 192 (48%) of the respondents strongly agree that SCR has does a good job of linking rewards to job performance. 127 (31.75%) of the respondents agreed to the above statement 62 (15.5%) of the respondents sometimes agree and 19 (4.75%) of the respondents disagree with the above statement.

The obtained ($\chi^2$) value is 28.25 at degree of freedom is 15, is higher than the table value of 24.996 at 5% of significance level (0.000).

**Figure-4.26**

The SCR does a good job of linking rewards to job performance
Table-4.31

I feel that my work allows me to do in a particular area where I can do best

<table>
<thead>
<tr>
<th>Divisions</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Sometimes agree</th>
<th>Disagree</th>
<th>Total</th>
<th>Chi Square Value</th>
<th>df</th>
<th>Sig</th>
</tr>
</thead>
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<td>21</td>
<td>5.25</td>
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</tr>
<tr>
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<tr>
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<td>2</td>
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<td>1</td>
<td>0.25</td>
</tr>
</tbody>
</table>

Source: Field Investigation

From the above table 4.31 Shows that, majority 186 (46.5%) of the respondents strongly agree that they are ready to do their work wherever they can do if the work allows them. 141 (35.25%) of the respondents agree, 58 (14.5%) of the respondents sometimes agree and only 15 (3.75%) of the respondents disagree. Hence, it clear that more than 80% of the respondents are very much interested to do their job wherever their work is suitable.

The obtained ($\chi^2$) value is 41.66 at degree of freedom is 15, is higher than the table value of 24.996 at 5% of significance level (0.000).
Figure-4.27
I feel that my work allows me to do in a particular area where I can do best

Table-4.32
Employee satisfaction regarding quality of work life

<table>
<thead>
<tr>
<th>Divisions</th>
<th>Opinion of the Respondents</th>
<th>Chi Square Value</th>
<th>df</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Fully satisfied</td>
<td>Satisfied</td>
<td>Partly satisfied</td>
<td>Not satisfied</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>%</td>
<td>N</td>
<td>%</td>
</tr>
<tr>
<td>Secunderabad</td>
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<td>31</td>
<td>7.75</td>
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<td>36</td>
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<tr>
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<tr>
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<td>29.5</td>
<td>171</td>
<td>42.75</td>
</tr>
</tbody>
</table>

Source: Field Investigation

Table 4.32 illustrates that employee satisfaction regarding QWL in SCR. Majority of 171(42.8%) of respondents satisfied regarding QWL. 118 (29.5%)
of the respondents highly satisfied, 66 (16.5%) of the respondents partly satisfied and only 45 (11.25%) of respondents not satisfied they need better improvement in the QWL.

Hence it found that more than 85 % of the respondents are satisfied with the QWL. Below 15% of the respondents needed some of the improvements in the present working environment in the organisation.

The obtained ($\chi^2$) value is 88.64 at degree of freedom is 15, is higher than the table value of 24.996 at 5% of significance level (0.000).

**Figure-4.28**

Employee satisfaction regarding QWL