CHAPTER - VII

EMPLOYEE WELFARE AND UNIONISM IN INDIAN RAILWAYS
CHAPTER - 7

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The past concept of relationship, between a worker and an employer to that of a master and a slave has changed due to gradual evolution in the structure of social order of mankind. The workers have developed a sense of self-consciousness as the employers have realized their duties towards their men. Industries, be that belonging to a public sector or to private individual, are the properties of the country and their healthy growth is the concern of the democratic government. Workers thereof, on the other hand, are the citizens, of the country and their well being is the responsibility of the State. In consequence, therefore, a number of labour legislations have emerged for guarding the interests of the workers and to maintain orderly and cordial relations between the management of industries, and the workers.

The Rege Committee observed that welfare included anything done for intellectual, physical, moral and economic betterment of the worker by the employer or the Government or any other agency over and above what was laid down by law or what was normally expected as a part of any contractual benefit. Welfare measures are designed to effect an all round improvement in the employees working and living condition. Welfare activities improve the mental and moral health and efficiency of workers. They assist in maintenance of industrial peace.

According to Sri H.S. Kirkaldy, the whole field of welfare is one in which much can be done to combat the sense of frustration of the
industrial worker, to relieve him to personal and family worries, to improve his health, to afford him means of self-expression, to offer him some sphere in which he can excel others, and to help him to a wider conception of life. Welfare measures do not only bestow benefit to the workers but these also pay immediately and in the long run the benefits to employers as well as for example, suitable working condition does not only make the workers lead a healthy life conducive to the growth of his development but it also pays the employer in making a good outturn.

**Welfare Organization in Railways**

A welfare organization is functioning on each Railway to see to the welfare of the staff. The Chief Personnel Officer is the head of this organization. A Senior Personnel Officer is posted as a Welfare Officer in the Headquarters of each railway to look after the day to day work of the organization. He is assisted by a number of Welfare Inspectors. In the Divisions/Workshops, the DRM/Workshop-in-charge of the organization. The Divisional/Workshop Personnel Officer supervises the work of the organization and he is assisted in this work by an Asst. Personnel Officer/Welfare Officer. In Divisions/Workshops also Welfare Inspectors are posted to look after the welfare of the staff.

**Welfare Inspectors’ Role in Staff Matter**

Welfare Inspectors are employed in Railways to look after the needs and well-being of the staff. The most important thing that is required in respect of an employed staff is to keep him free from worries and anxieties arising out of non-redressal of his grievances in regards to different benefits available to him as per rules in force in the Railways as well as in regard to non-availability of other fringe benefits.
admissible to him. The staff while they are employed to tiresome and strenuous jobs cannot get time and opportunity to pay so much attention for mitigating their grievances but this non-fulfillment of the desired objects will never die out from their minds and may grow up accumulated leading to frustration and for this, Welfare Inspectors will contact them as their places of work since the administration in a Welfare State pays much attention for redressal of staff grievances being considered as very important aspect of human relationship with workers. Railways have institutionalized arrangement for this purpose and Welfare Inspectors are the media through whom the grievances can better be brought to light for redressal thereof.

Grievances of staff may be of a general type concerning canteens, holiday homes, sanitation etc., or in connection with matters arising out of non-drawal of due increments in time, non-payment of traveling allowances and other allowances etc., as due, non-availing of sanctioned leave for want of reliefs not turning up in time, non-receipt of passes/PTOs applied for and different other alters concerning service conditions. A sincere Welfare Inspector may by his day to day contact with the staff will pay attention to their grievances and by their positive action in contact with the appropriate authority relieve them of their grievances and help creating a sense of satisfaction in them. The staff and their families may also be assisted by these Inspectors in their medical needs and in cases of accidents, if any, they are victim to. The Inspectors will assist the employees in claiming and obtaining their due wages including overtime allowance, compensation under the W.C. Act when they are victim to accidents. The Inspectors will advise the staff of the different benefits admissible to them including the benefits available from
the Staff Benefit Fund. They will try to create a peaceful atmosphere at the site of work and create a team spirit and a sense of discipline amongst the staff.

Railways have adopted different welfare measures and it is the duty of Welfare Inspectors to see that these measures work satisfactorily leaving no room for un-satisfaction among the staff as regards their functioning. They will supervise and organize different welfare and recreational activities as available in the Railways. They will also take interest in smooth management of subsidized hostels, consumer co-operative stores, Mahila Sanities, and arrange for Holiday camps accompanying the staff and their families going to camps and managing staff canteens by close supervision, etc., The Inspectors may be utilized in different groups and each will be responsible to see to the functioning of different jobs in proper way as desired.

Welfare Inspectors will visit Railway colonies and take steps to improve cases of bad sanitation, repairs of quarters, non-supply of adequate drinking water etc., they will contact staff not only while they are at work but also in their off-duty hours to see to their enjoying different benefits like recreational activities as are available in the railways. They will also arrange for shows, exhibitions etc., at different places and arrange for sports activities and these as well as their activities as stated above will help maintaining and improving mental, moral and physical health of workers. They will advise the staff the right course of action in meeting their financial needs by applying for loans from co-operative societies, guarding against unscrupulous money lenders to deal with these matters.
Different Welfare Schemes

Indian Railways are the biggest enterprise in the country. They consider that contented staffs are the assets in Industries. With a view to keep the staff contented as regards their entitlements, they have taken programmed methods to meet the grievances of the staff. Moreover, they also provide different welfare measures for the benefit of the staff, which in brief, are as follows-

(a) Facilities for sports activities;
(b) Institutes and recreation clubs;
(c) Cultural associations;
(d) Scouting movements;
(e) Mahila Samities/Handicraft centres;
(f) Children’s camps for railway employees’ children;
(g) Educational tours of Industrial workers;
(h) Mobile libraries for staff posted at way side stations;
(i) Providing Holiday Homes for all railway staff for spending, their holidays at suitable places at nominal cost;
(k) Canteen facilities where food is available at reasonable rates to employees;
(l) Arrangement for vocational training at Training centres;
(m) (i) Schooling facilities and educational assistance for children of railway employees.
   (ii) Subsidized hostels
(iii) Scholarships for technical education to children, dependent brothers/sisters reading in pure Science/Applied Science, Engineering, Medical Science, etc.

(IV) Supply of uniforms to Railway employees' children reading in Railway schools; &

(n) Medical attendance and assistance for employees and their dependents.

Staff Grievance

Machinery on the Railways for redressal of staff grievances –

Railways pay attention to general and individual welfare of workers with a view of maintain and improve the mental and moral health of workers and to effect an all round improvement in the employees working and living condition. The necessity of a proper psychological approach in dealing with the staff matters is appreciated in Railways so that even the humblest railway man is made to feel that his work is important. Accordingly, none of the workers in Railways is neglected and legitimate interests of each of them are protected.

Grievances of staff may be either of a general type or concerning an individual. The general grievances may be either in connection with service conditions, canteens, holiday homes, sanitation, office accommodation, staff colonies, institutes, schooling facilities etc., and the individual complaints may be in regard to different matters on service conditions, working hours, non-grant of leave, non-receipt of due pay, increments and other fringe benefits.
A Welfare organization is functioning on each Railway to look after the interest and well-being of the staff. At each station a staff complaint register/grievance register is maintained in which every employee may record his grievance (s) if any, himself or will be given help by the ASM or other staff to do so. Welfare Inspectors while visiting the stations, yards, etc., with their diary-cum-contact registers will take down the grievances there from as well as by direct contact with the staff and take steps to settle the grievances in contact with the appropriate authority. They follow up the case of grievances received for speedy disposal and are answerable to the Personnel/Welfare Officers if the same remain un-disposed for an undue long period. To ensure proper working of the system Sr. DPO/DPO and DRM/ADRMds during their visits to stations, check the contact registers as well as station staff complaint registers and by exercising such checks grievances of staff are reduced to the minimum.

All complaints and representations received at the office are registered and acknowledgement of same is issued by a Welfare Inspector or other staff earmarked for this purpose. Follow-up actions will immediately be taken by the Inspector to set right the reasons of complaints and action taken will be maintained in a register.

Whenever officers go out on line inspection, staffs are encouraged to meet them with their genuine grievances, if any, and these are promptly attended to. The Welfare Inspectors accompanying the officers are utilized to make enquiries about the complaints on the spot, whenever necessary, and the officers take keen interest for redress of all genuine grievances of the staff. The employees may also meet the officers in the
office with the permission of their immediate superiors for representing their grievances.

An individual may also get his grievance redressed by submitting representations through proper channel or through Staff Complaint Boxes, wherever these are existing. The staff section or a separate section functioning for this purpose will immediately attend to these representations, and the staff is advised of the action taken in the due course.

Inspectors of the Central Industrial Relations Machinery visit regularly railway stations, yards, etc., to acquaint themselves with staff grievances as regards working hours, periodic rest, non-payment of wages etc., The grievances forwarded in inspection notes by these Inspectors are promptly attended to in Personnel Branch offices and genuine grievances of staff are redressed by the Railways under advice to the Regional Labour Commissioner. Regular quarterly meetings between Labour Enforcement Officers/Asst. Labour Commissioners and Divisional Personnel Officers are held and a review is made of the irregularities reported in the preceding quarters by C.I.R.M. with a view to analyze how far these have been set right.

Grievances of general type of the staff are also discussed in negotiating machinery meetings as per agenda put forward by the Employees’ Unions.

Welfare measures in some more details

(a) **Sports** – The growth of sports activities is encouraged in Railway, the aim being to induce the greatest number of railway servants to
participate in healthy physical exercises. There are different branches of sports activities. Viz., Football, Cricket, etc., Railways provide play grounds as far as possible and make arrangements for indoor games for the Staff and their children.

(b) Institutes and Recreation Clubs – For encouraging social and cultural habits amongst railway men, institutes and clubs are functioning at different places over the Railways. These are rent-free. The membership in Institutes and Recreation clubs are optional and a nominal fee per month is realized as subscriptions from the members. Assistance is also given from the Staff Benefit Fund for running this establishment.

(c) Cultural associations – These have been established at different centres with the object of working up cultural, musical and dramatic talents of railway men.

(d) Scouting Movements – A scouting organization is functioning in each Railway spreading scouting and youth movement throughout the Railway.

(e) Mahila Samities and Handicraft centres – Mahila Samities are social organizations of women railway employees, wives and female dependents of Railway employees. These are functioning in Divisions and Workshops with the aims and objects to foster cordial relations, establish social contacts, impart-technical, vocational, civic and cultural education and to promote literacy, physical culture and domestic economy amongst the members. Handicraft centres are set up here for the benefit of the families of Railwaymen for imparting training to woman members of Railwaymens’ families in handicrafts, such as, weaving, knitting, tailoring of garments etc., during their spare time with the object of helping them in learning some trade to
augment the family income. Railway administrations patronize and encourage the Handicraft centres by placing orders for supply and fabrication of articles required by the Railways.

(f) **Children’s camps** – Children’s camps are held, from time to time, in healthy and scenic places for children of non-gazetted employees. The children going to these camps thus not only get a change of air but also enjoy places of historical, cultural and educative interest.

(g) **Schooling facilities for children of Railway employees** – Railways have made schooling facilities for the wards of Railway employees by establishing schools where facilities for schools are not available.

(h) **Subsidized Hostels** – Railway Administration has established subsidized hostels at certain places for the benefit of children of railway employees.

(i) **Educational tour of Industrial workers** – With a view to give the facility of having an all-round knowledge about the industrial development of the country to good industrial workers, educational tours under the guidance of Senior Welfare Inspectors are conducted in Railways. Workshop staff with some outstanding achievement will be selected for these tours and they may take with them, in these tours, their family of four tours and they may take with them, in these tours, their family of four persons, who are covered by privilege pass rules. For this purpose, each selected staff will be given a lump-sum of Rs.100 and special casual leave for whole of the period of 15 days.

(j) **Mobile Libraries**

Mobile Libraries are intended to supply reading materials to the staff posted at wayside stations. These are functioning in the divisions.
(k) **Holiday homes**

Holiday homes have been established at different healthy places as a measure of amenity to staff. There are two types of accommodation in these homes and staff can pass their ‘leave’ and holidays in these homes with their families, at a very nominal rent. Each unit of accommodation is self-contained, having a furnished bed room with cots and beddings, well equipped store room, kitchens provided with utensils etc., The use of holiday homes set up by a particular Railway may be allowed to the staff of the other Indian Railways, provided it is possible to do so after meeting the demands from the staff of the home Railway. Necessary requisites for indoor and some out-door games are provided for the benefit of the staff visiting the holiday homes. (The term ‘family’ for the purpose of occupying holiday homes should be deemed to include, when the employee or his wife/her husband is accompanying the family, his/her close relatives not necessarily those entitles to Passes.

As far as possible, group ‘D’ staff, both serving and retired, should be provided the lowest type of accommodation; where such accommodation is not available, they may be provided the next higher type of accommodation at charges applicable to the lower type of accommodation.

**Holiday camps for employees and children of employees in Kashmir**

Kashmir having been increasingly popular as a holiday resort, two holiday homes – one at Pahalgaon and the other at Srinagar have been set up for the benefit of non-gazetted staff of all Indian Railways. Staff and
children of employees in batches will be allotted accommodation in each of these two holiday homes for 7 days at a time.

**Statutory canteens**

In accordance with rules framed by State Governments under section 46 of Factories Act, canteens are required to be provided in the railway establishments which are governed by the Factories Act and employ more than 250 workers. As provisions for canteen in these establishments are required to be made under the Statute, these canteens are called statutory canteens.

**Non-Statutory canteens**

In the line with the principle of establishing statutory the Railway Board decided that as measures of staff welfare canteens should also be provided at points where considerable bodies of staff are employed. These canteens are set up where the staff strength is 100 or more and where the staff strength is not less than 25 but less than 100 Tiffin rooms are set up. Many such canteens are functioning in the Railways. In these canteens Railway administrations provide the necessary accommodation, sanitary and electric installation, furniture and cooking utensils and also bear rent on sanitary installation, service taxes and charges for electricity and water consumed. (Provision of new canteens under the above scheme will require Board's orders). If new canteens are ordered to be established, initial capital may be sanctioned as loan from the Staff Benefit Fund but such loan should be repaid in installments spread over two or three years.
Vocational Training Centres

Vocational Training Centres should be established at suitable places where classes may be held in the evening to impart (i) (a) technical training to unskilled and semi-skilled workmen during their off duty hours for improving their future prospects; and (b) Vocational training to children of railway employees.

Consumer's Co-operative stores

With a view to ensure steady flow of consumer goods of better quality and even distribution thereof consumers at correct price and weight and also to save the consumer-employees from exploitation of unscrupulous traders, Consumers Co-operative Stores were/are being established at different selected point in the Railways as per the recommendations of the Grainshop Enquiry Committee, 1948 and for their successful functioning the Railway administrations have granted the following facilities and assistance:-

Accommodations – Provisions of suitable accommodation of housing the Stores will be made at concessional rent subject to the condition that no rent will be changed during the first year of start of the Stores, and in the 2nd, 3rd and 4th years the rent will not be more than ¼, ½ and ¾ respectively of the rent fixed and in the 5th year and onwards full rent as fixed by the Railways will be realized from the Stores. The rent of accommodation for Fair price Shops, wherever provided by the Railways, may be charged at the token of Rs.1 per year. The building allotted to the Stores will be electrified by the Railways and one ceiling fan per store will be provided by the administration. Arrangement for supply of water will also be made.
Where Co-operative Stores like to construct their own building at suitable spareable land of the Railways, nominal rent of Rs.20 per annum may be charged for the land for this purpose.

(ii) Subsidy towards establishment and administrative charges amounting to not more or less than half the administrative and establishment charges incurred by the societies for the first three years may be paid by the Railway administration subject to the condition that the Co-operative department of the respective States certificates that the store is working satisfactorily.

(iii) Grant of additional subsidy will be made for the purposes as above for 3 years from the date of starting of Fair price Shop sectioning case of societies which have been in existence for more than 3 years on the date they started Fair price Shop section and grant of additional subsidy for purposes as above for 2 years will be made with effect from 1st July '78 in respect of Fair price Shops run by a Consumers' Co-operative Society. (If the subsidy under normal rules covers the Fair Price Shop section, no additional subsidy will however be admissible.

(i) Railway Schools

(1) Education being primarily a State subject the policy of the Railway Ministry is not to enter the field except to a limited extent. In Railway colonies where there are no schooling facilities Railways run schools for the benefit of the children and dependents of railway employees.

The number of Railway schools in primary standard being considered inadequate to the requirement it was decided to increase the number thereof in 1958 and with a view to maximize their number the
policy of maintaining austerity both in the standard of building and in running expenses was adopted. Accordingly, austerity type schools with one teacher to work in two shifts have lately been set up. Later, more than one teacher has been allowed in such schools, as considered necessary, to meet the requirement. At present, schools of different kinds viz., Austerity Type Schools, (Traditional type) Primary schools, Middle schools, High schools had Higher Secondary schools/Inter Colleges are run by the Railways and Production units. Non-railway schools running in or near about railway colonies which have in their rolls students sons/wards of railway employees in sufficient number are also given grant-in-aid by the Railways.

(2) **Grant in aid** to non-railway schools may be sanctioned by the General Managers in consultation with their F.A. & C.A. Os subject to the following being taken into account:-

I. Total number of students in the school.

II. The school should have children/wards of railway employees to the extent of $1/3^{rd}$ of the pupils on its rolls or 100 pupils, whichever is less and should have been fully recognized for all purposes by the State Govt. concerned and in receipt of the full grant in aid as admissible under the State Educational code.

III. A grant may be sanctioned only to such schools as are not able to balance their budget, not exceeding the part of the loss by the school in the proportion that the number of railway employee's children/wards bears to the total number of pupils in the school, the actual deficit and reasons for the same being first taken into consideration. It
should also be checked whether efforts have been made by the school to obtain additional assistance from the State Govt. and if so, with what results.¹

(3) **Creation of posts in Railway schools** – Before the ban on creation of posts was imposed, General Managers were delegated with powers to create posts of Teachers in Railway Schools except for creation of the posts in Austerity type schools and Posts arising on account of opening of a new school or upgradation or enlargement either by introducing new subjects or by resorting to shift system of working and which would require the approval of the Railway Board.² Posts in Class II cannot (or could not) be created by GMs.³

(4) **Up gradation/enlargement of existing schools and opening of new schools** – Whenever it is considered absolutely necessary that a new school has to be upgraded or expanded, the Railway Board may be approached. While processing a case for the same the following information will be collected.⁴

(5) **Recruitment and conditions of service** - Recruitment of teachers will be made under normal rules by the Railways/Production units. The teachers will be governed by rules as are applicable to other railway servants. (As regards enjoying of holidays, leave rules, salary before vacations, relevant rules may be referred to). Promotions will also be made under normal rules. Although employees on Railways, the teachers are not governed under the Industrial Disputes Act.

**Employee Attitude on Employee Welfare**

Welfare includes anything that is done for the comfort and improvement of employees and is provided over and above the wages.
Welfare helps in keeping the morale and motivation of the employees high so as to retain the employees for longer duration. The welfare measures need not be in monetary terms only but in any kind/forms. Employee welfare includes monitoring of working conditions, creation of industrial harmony through infrastructure for health, industrial and insurance against disease, accident and unemployment for the workers and their families. Labor welfare entails all those activities of employer which are directed towards providing the employees with certain facilities and services in addition to wages or salaries.

Mostly the service industries ensure employee’s welfare to such an extent that the employees can save a lot of their mental energy for work purposes. The statement is surveyed and the respondents scored 2.79 a weighted average. It is below to the moderate extent as shown in the table 7.1 it explains that employee welfare measures are not satisfactorily ensured. Hence it is suggested that the Indian Railways should concentrate on welfare measure so that the employees cannot get disturbed and can save a lot of their mental energy for work purpose.
Table 7.1- Employee Attitude on Employee Welfare

<table>
<thead>
<tr>
<th>S. No</th>
<th>Statement</th>
<th>Weighted Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>This organization ensures employee welfare to such an extent that the employees can save a lot of their mental energy for work purposes</td>
<td>2.79 (0.624)</td>
</tr>
<tr>
<td>2.</td>
<td>I am satisfied with the physical conditions at the work</td>
<td>1.72 (0.766)</td>
</tr>
<tr>
<td>3.</td>
<td>My organization takes care of my general medical needs at all times</td>
<td>3.97 (0.674)</td>
</tr>
<tr>
<td>4.</td>
<td>I always feel safe and ease at work</td>
<td>3.86 (0.682)</td>
</tr>
<tr>
<td>5.</td>
<td>My job takes so much energy, I don't feel up to doing things that need attention at home</td>
<td>2.09 (0.780)</td>
</tr>
<tr>
<td>6.</td>
<td>My job involves a lot of travels away from home</td>
<td>2.17 (0.711)</td>
</tr>
<tr>
<td>7.</td>
<td>My job reduces the amount of time I can spend with the family</td>
<td>2.10 (0.847)</td>
</tr>
<tr>
<td>8.</td>
<td>Safety measures are provided and strictly followed in the organization</td>
<td>3.23 (0.802)</td>
</tr>
<tr>
<td>9.</td>
<td>I don't need to fear about my safety while on job.</td>
<td>2.32 (1.355)</td>
</tr>
</tbody>
</table>

Source: Information collected through employee questionnaire
Note: Figures in Parenthesis are Standard Deviation.
In any organization the employee’s job will be connected with the physical conditions. The physical workers conditions should be conducive to perform well. To test this significance, the respondents rated 1.72 as the weighted average which is below small extent. It explains that the physical conditions are not satisfactorily connected to the job. Hence it is suggested that physical conditions at the job work should be improved so that the employees would not find any difficulty at job work. The physical working conditions should be satisfied by the employee. So that they can perform well and ensuring that they are safety at their work place.

Providing Medical facilities and needs to employees play an important role in these organizations. It covers not only employees but also their family members. The survey resulted that the respondents rated 3.97 as weighted average. It is near to large extent; it explained that organization provides medical needs at all times to employees.

The employee in an organization should feel safe and ease at work. Then they can perform well. The study has resulted the weighted average of 3.86. It is just below to large extent it explains that the employees are feeling secured and safety at work.

The job climate in the service industry makes the employees hard work since morning to evening physically and mentally. The body gets tired by doing all those activities in their job. They will come to a situation or stage they could not able to find time and interest to do home needs. The respondents resulted 2.09 as the weighted average for this. It is just above to small extent. It explains that the employees are getting tired during their job and could not able to concentrate and find interest in
doing house hold activities and needs. Hence it is suggested that organization should take interest of employees to ensure them to spend time with to attend the home needs.

Basically the job involves extensive of travelling in the case of drivers, gang men and other officials. Only a limited specific job will have this type of travel. To find the respondents views towards this significance the survey revealed and given the weighted average score of 2.17. It is just above to small extent. It explains that specific jobs involve a lot of travel but not all jobs. Hence it is suggested that for. The employees who are undergoing the extensive of travelling would given preference to the employees to work them in the shifts so that the employees would not find any problems while they are doing job. This may be considered that the employed would feel happy when this may be considered.

In Indian Railways whether the job reduces the amount of time that they can spend with their families is asked. For this the respondents rated as 2.10 as weighted average, it is just above to small extent. It explains that the employees get less time to spend with their families. Hence it is suggested that some space should be given to the employees can spend time with family and feel happy work in their job. The employees should not get bored in their job as they get relax themselves when they spend with their families.

In transport industry safety is very important. It is also important to follow the safety measures. In this regard a question is asked the respondents rated the weighted average of 3.2, it is more than moderate.
level. It explains that safety measures are provided and strictly followed in the organization.

Mostly the safety measures would be implemented in Indian railways in such a way that employees need not bother about their safety. It is enquired in this study whether it is happening. The respondents rated 2.32 as the weighted average; it is just above to small extent. It explains that employees are less secured when they are undergoing job. Hence it is suggested that the safety measures would be implemented so that they should not fear while they are on the job.

Employees’ Organizations In Indian Railways

Though the railways had their beginning in as early as 1853 in India an organization for railway employees was started only in 1897 under the name of ‘national union of railway men of India and Burma’.5 This union which was formed subsequent to a strike conducted by guards in the same year was essentially a union European and Anglo-Indian staff and was more a mutual benefit and insurance society than a regular trade union.6

It was only after 1918, many railway unions sprang up and as in other fields, and many social, economic and political factors – chief among them, the intense dissatisfaction amongst railway men over the rise in prices in the face of stationary wages – were responsible for this development. The madras southern Maharasthra railway employees ‘union (southern railway) was one of the earliest railway trade unions, in modern sense, started in 1919.7 Many strikes were organized on different railways during 1920s, sometimes purely economic and sometimes a combination of both economic and political causes8 have a led to these strikes.
In 1921, an all-Indian railway men’s conference was held in Bombay and in this Conference a proposal to start an All-India Federation for railway men was first discussed. However, it was in April 1924, a committee had been appointed with Sri N. M. Joshi as chairman and Sri V.R. Kalappa as secretary to take steps for the formation of federation. The committee carried on a lot of propaganda and the federation had been formally brought into existence on the 16th February 1925 when the all-India Trade Union Congress had their sessions. A retired railway officer, Sri Chandrika Prasad, was elected president and Mukund Lal Sarkar, General Secretary of the Federation. Sri N.M. Joshi and V.V.Giri, along with two others, were elected vice-presidents, between 1925 and 1930 a number of strikes had taken place to protest against wage-cuts, retrenchment, discrimination and ‘oppression’ of railway administrations. The AIRF intervened in some of these strikes to bring about a negotiated settlement. The Central Legislative Assembly was made use of by the Federation for the ventilation of railway men’s grievances. In 1930, the federation was granted recognition and during that year, the practice of periodical discussions with the federation was also started. The outstanding benefits that accrue to railway men as a result of these discussions were reported to have been new leave rules, revised pay scales for lower categories of the staff and liberalization of rules regarding working hours and periodical rest. The AIRF had also taken initiative to bring about unity between the two trade union factions represented by all-India trade Unions Congress and Indian Trade Union Federation and for this purpose a sub-committee consisting of Sri. Jamnadas Mehta (president of AIRF), Sri.V.V.Giri (vice-president) and others was formed.
The AIRF again sprang into prominence during the Second World War years. With the outbreak of the war, prices began to rise and workers demanded dearness allowance to compensate for the rise in prices. The Rao court of inquiry was appointed on the demand of AIRF to enquire into the issue and the dearness allowance was paid according to the recommendations of the court of inquiry, the AIRF could succeed in getting another increase in dearness allowance when there was further rise in the cost of living in 1942. The railway grain shop organization was started in 1943 to supply food grains and other essential commodities to railway workers at subsidized prices and this decision was taken in consultation with the AIRF. In fact during the war years, the Government was so keen on avoiding discontent and dislocation on the railways. That they made it a regular practice to consult the federation on all questions relating to the terms and conditions of service of railway men. From time to time the system of supply of essential commodities at concessional rates was liberalized and expanded in consultation with the federation.

With the end of the war in 1945, railway men had to face certain problems – problem of continuous rise in prices; problem of retrenchment of workers recruited on a temporary basis during war years. These two, among others, led to intense discontent and in 1946, the AIRF served a notice of strike. The strike notice included the demands like adequate dearness allowance, revision of scales of pay and other service conditions; reduction in hour of duty and the most important and urgent was ‘no retrenchment of 250,000 railway workers declared to be surplus by the railway board. But the strike did not take place and for the first time the railway board had to yield seeing the massive organizations and demonstrations of railway men’ – retrenchment was stopped and a
tribunal under the chairmanship of justice Rajadhyaksha was appointed to adjudicate on the hours of employment, rest period, leave etc. at about the same time, the government appointed a pay commission for all central government employees.

**Post Independence**

The implementation of the recommendations of the pay commission from January 1, 1947 no doubt affected an upward revision of the pay scales of railway men and brought about uniformity in the terms and conditions of railway service throughout the country. But the implementation, however, led to a number of anomalies and there were disputes about classification of staff. In response to the demand of the federation, joint committees were appointed by the Railway Board to decide this questions. The Federation also succeeded in getting the extension of provident fund benefits to about 600,000 railway workers at about the same time.

About this time, there emerged another and more serious challenge to the representative character of the AIRF. It was a challenge posed by the unions under the influence of congress party. After the formation of Indian national Trade Union Congress efforts have been made to form a rival federation for these unions. The report submitted to the sixth annual session of the Indian National Trade union Congress stated: “the Indian National Trade Union Congress felt that its general policy and approach on the labour problems as also in regard to the methods of tackling the problems of railway men were basically at variance with those of the old Federation. In accordance with this, a new federation under congress leadership was formed in 1948, under the name, the Indian national
Railway workers’ Federation, which was recognized by the Railway Board in November, 1949, the unions affiliated to the Indian National Railway Workers’ Federation and recognized by the administration were: (a) Great Indian peninsular National Railway Workers’ Union, (b) Bombay, Baroda and Central India Railway Employees association.(c) Eastern Punjab Railway Staff Union, (d) Oudh and Tirhut Railway men’s Union and (e) East India Railway men’s congress. By the end of December, 1949. The Indian National Railway Worker’s Federation claimed a total membership of 145,000. The Indian National Railway Workers federation. It was claimed, had fairly strong unions on five out of nine state railways.

With the starting of Indian National Railway Workers’ Federation serious rivalries started in the railway trade union movement. The AIRF which has already established its position challenged the existence of the Indian National Railway Workers Federation. Vile and vicious propaganda was carried on by both the Federation against each other. Further, though it was challenged and threatened by AIRF, the president of Indian national Railway Workers Federation (Sri. Hariharanath Sastri) was appointed one of the members of joint Advisory committee in 1949.

When the state railways were integrated into the Indian Government Railways in 1951, there arose the problem of improving the wages and working conditions of the state railway employees on par with the employees of Indian Government Railways. The Federations took up this issue. In 1952, the Government of India set up a committee inclusive of labour leaders with a view to considering the merger of dearness allowance with the basic pay. The committee recommended the merger of
50% of dearness allowance with basic wages which was accepted and implemented by the Government.

After a few years of parallel working of the two federations, attempts had been started for uniting them with a view to strengthening the bargaining power of railway workers. The AIRF and its president Sri Jaya Prakash Narain took the initiative to arrange for merger of AIRF and Indian National Railway Worker's Federation. And ultimately in 1953, the Federations came together and formed a new organization called the National Federation of Indian Railways (NFIR). But this unity did not last long and ultimately the two federations fell apart. The efforts made in arrive at unity at different times and how they failed will be dealt with in a separate section “inter-union rivalry and Unity Efforts.”

With the reorganization of railways into Zonal railways, the unions on different railways had been merged. The AIRF lost its recognized status after the strike of July, 1960 for a period of 14 months and its organizations suffered in many ways. But the Federation claimed this period as one of vindication of its policy and the faith that railway men had always place in it.

**Genesis and Growth of Trade Union Movement in South Central Railway**

The genesis of trade union movement in south Central Railway (earlier to its formation) dates back to 1927 when Nizam state railway Employees Union was established against inhuman treatment of foremen of carriage shop and poor service conditions in the railway organization. The then Government of Hyderabad purchased this railways from Madras...
Railway company during the year 1930. The payment of bonus to certain categories of employees (members of provident fund) by the government caused much dissatisfaction among the railwaymen. The Nizam State Railway Union organized strike for 28 days in 1930.\textsuperscript{16} However, it was not until 1950-51 that the railway trade union movement was said to be constructive in south central railway. The difference of opinion in the leaders and their political ideologies led to the division of Nizam state Railway Employees Union into Hyderabad state Mazdoor Sangh and Hyderabad state trade union congress, with effect from April 1, 1950,\textsuperscript{17} the railway employees working under Nizam state Government were declared as the employees of the central Government. The reorganization of Indian Railways took place in the year 1951 which resulted in the creation of nine zones. In the process of transformation, the central railway was created by merging the three railways viz, Nizam state Railway, Barsi Light Railway and Gwalior state railway. Consequently the Hyderabad state Mazdoor Sangh was merged with central railway Mazdoor union and the Hyderabad State Trade Union congress was merged with Central Railway Employees Sangh. This merger was took place in the year 1953.\textsuperscript{18} as a further step in facilitating the service, further regrouping of railways was took place in 1966. In the process, the Secunderabad Division of the Central railway had become a part of the South Railway, Secunderabad, having become the headquarters of South Central Railway; Railway Trade Unions at Secunderabad automatically became the central organizations of the South central Railway unions. The Central railway union was named as south central railway Mazdoor union and the Central Railway Employees Sangh was named as south Central Railway Employees Sangh. At present, the South Central
Railway has two employees’ organizations with its branch unions at Secunderabad, Vijayawada, Hubli, Hyderabad and Guntakal.

Membership

Size of membership is an important index to decide upon the bargaining power of a trade union. The strength of the trade union and its financial stability is, largely, influenced by the membership. The number of members allowed to represent the collective bargaining meetings also depends upon the size of membership. Further, trade unions generally confine their activities to disputes and bargaining as well as on displaying their strength by strikes, gheraos, and processions and so on. This enumerate the significance of the size of trade union.

Two federations have been working in Indian railways to ventilate the employee’s discontent to the railway administration.

The AIRF has between 60 to 65 percent of manpower as members in their union, which shows the strength of the union in Indian railways. The NFIR, which is another competitive union, has 35 to 40 percent membership of the manpower of Indian railways. Since, these two are only the strong unions in Indian railways, the management i.e., the railway board, has an opportunity to improve the level of manpower by achieving the corporate goals.

In south central railway, south central railway Mazdoor union (SCRMU) has between 64 percent and 69 percent membership of the workforce in the zone. Thus, the AIRF at national level and the SCRMU at zonal level has strong hold in the organization. As the management is maintaining harmonious relations with these unions. It will ensure healthy
relations. The factors which will depict the status of healthy human relations in an organization are mandays lost due to strike and lockouts or any other variables, like the productivity trends are being examined.

**Trade union leadership**

The success of collective bargaining depends, largely, on the nature of leadership of the employee organizations as efficient leaders at all levels are fully conversant with the latest rules and regulations covering the workers service conditions. But the trade union leadership in India owes its origin to the leaders of national movement inspired by political thought and thereby to the Endeavour of the outsiders with benevolent outlook. Outside leadership also gained momentum in Indian trade union movement due to non-availability of efficient, dynamic and committed leaders from the rank-and file to serve the interests of workers. The other factors responsible for the slow growth of internal leadership are low educational standards of employees, lack of knowledge about the labour laws, poor economic status and victimization of employees, the reluctance and hostility of the employer and absence of leadership from the rank-and-file, the important problems with the outside leaders are that they cannot represent the workers problems as accurately and efficiently as in collective bargaining and bring extraneous considerations in labour-management relations.

**Inter-union rivalry in Indian railways**

It is interesting to know that prior to independence there was one federation i.e., AIRF, working for Indian railway men. But personal, political and communal factors marred the unity among the railway men. The internal disputes led to think on new lines to form another
independent railway federation. Leadership conflicts, religious factors further aggravated the feelings of the railway men. This trend continues up to 1946. According to the report on National Commission on Labour, 1969, a number of unions split into separate unions in railways because of political considerations. Thus, the existence of rivalry caused much disaster not only to the railway trade union movement but also to the unity and homogeneity of railway men.

The difference of opinions that arose among the leaders of AIRF helped the Indian National Trade Union Congress and the Indian National Congress to form a rival federation in Indian railways in the name of Indian National Railway Workers Federation (INRWF) by bringing a split in the existing unions in the zonal railways. This happened immediately after the attainment of independence.

An attempt was made in 1953 by the then railway minister to unite the two federations which culminated in the formation of National Federation of Indian Railway men (NFIR). Difference of opinions between the leaders of the two group’s i.e. AIRF and INRWF arose in 1956 which led to the separation of AIRF from NFIR. In an attempt the Government again made a unity move in 1959, this proposal was however rejected by both the federations. Since then, AIRF and NFIR along with their affiliated unions, continued to be the recognized as the spokesmen of railway labour.

Through the federations in the beginning in the beginning worked hand-in-hand, difference of opinions developed at a rapid rate after 1960s which was mainly due to difference in approaches and the methods
applied by the two federations reached the climax during 1968-70. For instance, when the AIRF proposed to support the Central Government Employees strike held in 1968, NFIR rejected the idea. Another major instance which shares the union rivalry was boycotting the General strike of 1974 by NFIR. The NFIR criticized the AIRF that it “built up a platform of all political opposition parties and tried to involve the railway men deeper and deeper into a political agitation of far reaching implications. The situation developed fast into a political movement using the railway men’s demands as a spring board.24 while the AIRF criticized that though the NFIR originally agreed to associate itself with the strike, it did not participate in the strike to get the advantage of the situation by playing in favour of administration. Thus, the major cause for failure of the above two historical strikes was mainly due to the disunity, disharmony and non-cooperation between the two federations which was the result of the union rivalry.

Even at the south central railway headquarters level and its divisions, there has been wide militancy between actions of SCRMU and SCRES due to inter-union rivalries. SCRMU and its branch unions in the different divisions of south Central railway organized and participated in many struggles like ‘token strike’ held on 19th September, 1968 ‘Firemen Agitation’ in Vijayawada Division in 1968 (for lustful demands of the Firemen), General Strike held in May, 1974 and strike of public sector undertakings in January 1981. The other union did not extend its cooperation to SCRMU during these strike periods and in other agitations organized by SCRMU. In all the above situations organized by SCRMU struggled against injustices caused to the railway employees.
The rivalries among the two federations at the apex level of railways and their affiliated unions at the zonal might have weakened the power of bargaining of the federations and the two unions in one way or the other. This is mainly due to non-cooperation and coordination between the trade unions in railways.

The researcher has made personal interviews with concerned people in the organization of human relations in South Central Railway. Majority of the members have expressed their confidence on their union leaders in solving their problems favorably. Further, the employees also pointed out that, personnel officers and welfare officers are also being quite helping and favorable in attending to their problems. Thus, all the employees of group C and group D have total satisfaction in human relations.

Union leaders have also expressed that their members are require cooperative and integrated which have helped them in the process of redressal more amicably. Further they pointed out that, management have no negative approach in solving the employees problems and the procedural implications are the only bottlenecks in this regard. For an inquiry regarding the duration of time taken in redressal of the problems, they said, for routine problems which need to be steeled in usual manner do not take much time in the meetings and those problems which need an in-depth examination of the problem is referred to the next session after three months. However, they mentioned that, problems are solved to the best railways ability, but the time taken in this process need to be reduced, for which attempts are made.
Joint consultative machinery

As a result of recommendations of 2nd day pay commission, a scheme of joint Consultive machinery & compulsory Arbitration was devised and launched in 1967. It envisages:-

(i) A national council to discuss matters on common interest in various departments of central government like minimum remuneration, dearness allowance, pay etc. of certain common categories and matters relating to categories of staff common to all departments.

(ii) Departmental councils in different departments for the benefit of employees in that department and its subordinate offices.

(iii) A Regional/Office council, if the structure of departments permits it. Objects of the scheme to promote harmonious relations and secure the greatest measure of cooperation between government and its employees and increase the efficiency of public servants.

Jurisdiction:

It covers all regular civilian employees of Central Government except those in class I& II (other than central secretariat Services).

Composition of councils

The Councils shall comprise of members from staff side and official side. The official side members will be nominated by Government and staff side members are nominated by recognized unions/associations.
The National Council will be presided over by the cabinet Secretary and Departmental Councils by the respective departments.

**Functions:** to consider (i) conditions of work, (ii) welfare of employees, (iii) improvement of work, (iv) standards of work, (v) general principles relating to recruitment, promotion and discipline.

**Procedure**

The agreements reached between the staff side and the official side is binding on the Government subject to the final authority of the cabinet. In case of disagreement, two courses are open viz. -

(i) if matters relate to (a) pay and allowances, (b) weekly hours of work or (c) leave, the staff side may ask for compulsory arbitration.;
(ii) In the other matters government may take action as deemed best.

A Ministers Committee may review such matters.

**Board of Arbitration**

It has a retired judge of Supreme Court as a permanent chairman and one representative each of staff and official sides. The award of the board is binding on government subject to overall authority of the parliament. Orders issued by government in pursuance of recommendations will remain in force for 3 years.

**Shortcomings in Working of the Scheme**

(i) There is a great delay in finalization of matters, (ii) the official side to come up to the standard in coming prepared for discussions, (iii) many decisions could not be implemented due to financial
difficulties. This erodes confidence in JCM. (iv) Staff side gets observed with petty issues. (v) Seldom an approach problem solving is seen from both sides.

**Permanent Negotiating Machinery (Pnm)**

The permanent Negotiating Machinery maintains contact with labour and resolves disputes and differences which may arise between them and the administration. This was setup in 1951.

**Working**

The machinery is to work in 3 tiers, viz.

(i) The Railway Level: in this, the recognized union will have access to district or Divisional Officers and Subsequently to officers at the head quarters including to G.M.

(ii) The railway board’s level: In cases where the matters are not settled at railway level, they will be taken up by the recognized Federation with the Railway Board.

(iii) The Tribunal Level: In cases where agreement is not reached between the Federation and the Railway Board and the matters are of sufficient importance reference will be made to an adhoc railway tribunal composed of representatives of the railway administration and labour presided by a Neutral Chairman.

**Procedure**

The following procedure is adopted for the purpose of working of the permanent Negotiation Machinery:

(i) At the divisional level, the divisional officers should meet the branches of the recognized unions which may be established in the
districts or divisions at least once in two months and often if necessary. Each workshop will be considered as a district. The particular branches which should meet District or Divisional Officers as prescribed should be agreed upon between the GM and the union. In the divisional pattern of working, the Divisional representatives of the union, who shall represent all the branches of the union, in the division should be enabled to meet the Divisional Superintendent who may or may not be assisted by the branch officers.

The detailed procedure of arranging these meetings would be agreed upon with the union, but this should include a provision that the branch should apply in sufficient time before the meeting the subjects which it proposes to raise at the meeting with complete memoranda setting out its points of view.

(ii) At the railway headquarters, the General Manager of officer in charge of staff will meet the unions at least once a quarter and often if necessary.

(iii) All disciplinary matters and subjects like promotions; transfer etc, of individual member of the staff which does not have any general principle will be excluded from the scope of the discussions at these levels, except at the discretion of the officer concerned. Where, however, unions have been given certain privileges in these matters these will not be ordinarily be curtailed.

(iv) At the district or divisional and railway levels, subjects will comprise of those which are within the powers of the officers concerned.
(v) Questions concerning pay scales, allowances, etc, will also be discussed between the federation and the railway board and not at lower levels.

(vi) At the center, negotiations will be between the railway board and the Federations and for this purpose there will be quarterly meetings between the Railway Board and the Federation.

(vii) When a matter which has been made for discussion at the district or divisional level is not settled by argument it may be raised at the railway level for further negotiation. Similarly a matter not settled at the Railway level may be brought up by the Federation to the Railway Board for discussion.

(viii) All subjects brought up for discussion at the various levels should be disposed of as expeditiously as possible. Brief minutes of discussion, indicating the decisions arrived at, should be sent to unions concerned for their confirmation.

(ix) If, after discussion between the Railway board, and the Federation, agreement is not reached on any matters of importance, such matters may be referred to an adhoc Railway Tribunal.

(x) It would be open to Government to accept reject or modify the decision of the Tribunal and where the matter in dispute affects the workers under ministries other than Railway Ministries other than Railway Ministries those ministries shall be consulted as to.

a. whether they have any objection in the dispute being referred to the railway tribunal, or

b. Whether they would like the dispute to be referred to an adhoc commission on which they will also be represented.

(xi) On matters which have been settled by agreement or which Government ultimately accepts the decision of the Tribunal, it will
not be open to the Federation to raise the same issue again for a period of two years. In those cases in which Government have rejected or modified the decision of the Tribunal, the issue may be raised at the end of the year, since its formation the permanent negotiating machinery is working successfully.

**Employee’s representatives at the P.N.M meetings**

**At railway board level**

As per the construction of permanent negotiating machinery, the two recognized federations separately meet the railway board to represent the employee grievances. The General Secretaries of the respective federations play a key role in convening P.N.M meetings at railway board level. The General Secretary prepares agenda, by compiling the various representations received from the zonal head quarters, including the issues of national importance and then approaches the chairman of the railway board to convene the P.N.M meeting. In addition to the General Secretary, the other office-bearers IV, President, Vice-Presidents, Assistant General Secretaries, treasurers are also permitted to attend the P.N.M meeting for the federation side. The other important employee representatives allowed to participate in the P.N.M meetings are the zonal secretaries of different zonal railways. The general secretary will inform the venue, date and time of the P.N.M meeting, well in advance to all the zonal secretaries so as to enable them attend the P.N.M meetings that the zonal secretary may depute any one of his office-bearers to represent at the railway board level P.N.M meetings the need for representation of zonal member, generally arises only when one or more issues concerning the employees of the region or zone are listed in the agenda of P.N.M.
The number of employees representatives attending the P.N.M meeting ranges between 9 and 20.\textsuperscript{25}

(a) At South Central Railway Headquarters Level

The two recognized unions viz, SCRMU and SCRES meet the south central railway administration separately under the P.N.M meetings; the union side is represented by the number of central executive committee.

Although there is a provision for participation of maximum of 20 representatives, the number of representatives who take part in the discussions ranges between 9 and 20. General Secretary of the union leads the union side, the other members allowed to attend the P.N.M meetings are presidents, general secretaries, joint general secretaries and Assistant secretaries of the unions concerned. In the absence of the president either the working presidents of the vice-presidents take part in the negotiations of P.N.M meetings, the other members from the staff side empowered to attend the P.N.M meeting. At this head quarter level include the divisional secretaries of respective divisions of south central railway. The general secretary will communicate in advance about the venue, date and time of the P.N.M meeting to be held at the headquarters level so as to enable and divisional employees the need to attend the P.N.M meetings held at the headquarter level for the divisional secretary arises only when their problems are included in P.N.M agenda.

At Divisional Level

The P.N.M meetings at the divisional level are held in the office of divisional railway manager. The staff side representatives include the divisional office-bearers of the unions, viz, divisional secretaries, deputy
divisional secretaries and assistant secretaries. The secretaries of different branch unions are also allowed to attend these meetings, the number of representatives attending the divisional P.N.M meeting varies between 13 and 15. The divisional secretary communicates about the P.N.M meeting to all the branch secretaries. The branch secretaries may be allowed in the discussions of P.N.M. Meetings if the problems of their branches have been listed in the agenda. The general secretary of the central office also has the privilege to attend the divisional level P.N.M meetings, the number of employee representatives attending the divisional P.N.M meetings ranges between 13 and 15.²⁶

On enquiry made with the union leaders for the amendment in the PNM meeting procedure, they expressed that it could be a welcoming feature in the interest of one and all. For the question of anomalies and discrimination on awarding benefits to the employees, by the management, the union leaders. Pointed out that, unless and until the issues are not brought to their notice in the laid down procedures and as per the policy of the Indian railways in this regard, individual cases cannot be taken up in the meeting, it has to be resolved through formal procedures or through legal proceedings, and the leaders also firmly stated that, under the given environment, the Human relations in south central railway is undoubtedly on a very sound base on a healthy condition.

Management Representatives at the P.N.M Meetings at Railway Board Level

The chairman of the railway board convenes the P.N.M meetings with each of the federations separately working at the railway board level. He presides over the P.N.M meetings held at the railway board level. He
fixes up the venue, date and time of P.N.M meetings in consultation with
the member, staff and advisor-industrial relations. The other members of
the railway board viz member-mechanical, financial commissioner,
member-traffic and member-engineering also attend the P.N.M meetings.
The member-staff assists the chairman in carrying out the proceedings of
the P.N.M meetings. In his absence, the advisor-industrial relations assist
the chairman in carrying out the meetings. The member-staff and the
advisor—industrial relations play a crucial role during the course of
meetings. The other important line officers allowed to participate n
P.N.M meetings are directors of mechanical engineering, finance,
accounts, railway plans, civil engineering, public relations, pay
commission, signal and tele-communications etc. the general managers of
all the zonal railways are also kept informed about the P.N.M, meetings,
since they are also allowed to attend the meeting s held at the railway
board level to discuss the items relating to employees of the zone
concerned. The number of representatives attending P.N.M meetings at
this level varies from 15 to 25.27

Management Representatives at the P.N.M Meetings At South
Central Railway Headquarters Level

A small group of top management officials28 and Line Managers at
the middle level represent in P.N.M meetings. The general manager of
south central railway will preside over the P.N.M meetings at the zonal
headquarters level of south central railway. The date of P.N.M meeting
will be fixed by the general manager in consultation with chief personnel
officer and the industrial relations officer on special duty. The additional
general manager also attends the meetings to assist the general manager
during the course of meeting. In his absence, the senior deputy general
manager will assist the general manager in conducting the meeting. The number of management representatives attending the P.N.M meeting varies between 9 and 22.29 chief personnel officer, senior personnel officer and Assistant personnel officer play crucial roles during the course of meeting. The other important management representatives participating in P.N.M meetings are chief operating superintendent, chief engineer (works), chief mechanical engineer, and chief commercial Superintendent, finance and accounts officer and other various chiefs of respective departments. The need for the representation of an officer generally arises when one or more issues are listed on the agenda of P.N.M concerning the employees working under his supervision or if they belong to his department or section. If the chiefs of any departments were not available at the time of meeting, then the deputy or additional officer in charge of department concerned will represent the P.N.M meeting.

Management Representatives at the P.N.M Meetings At Divisional Level

The divisional railway manager presides over the P.N.M meetings at the divisional /district level, he plays crucial role in conducting the meetings successfully at this level. He invites both management and employees representatives for the meetings. A brief review about the division's performance relating to redress of grievances between the date of last P.N.M meeting and the present meeting is presented by the divisional railway manager before the commencement of the P.N.M meeting to assist the divisional railway manager in conducting the meeting in a smooth and uninterrupted manner. In the absence of the divisional railway manager. The meeting will be headed by the additional divisional railway manager. The other managerial personnel who attend the
meetings are the Divisional Personnel officer, Assistant Personnel Officers of different departments, senior divisional accounts officer, senior divisional engineers, divisional commercial superintendent, divisional stores officer and the like. The number of management representatives present at the P.N.M meeting varies from 10 to 13.30

Employee Attitude towards Trade unionism in Railways

In any industry the trade unions play an active role. They are very important in organizing the employees. The purposes of trade unions are to solve the problems of the employees. The employee feels that their union should be very strong. It is enquired whether the employee feel that their union is strong. The respondents rated 3.37 as weighted average as stated in table 7.2, it is more than moderate extent. It explains that trade unions are very strong in Indian Railways as per the opinion of employees.
Table 7.2 - Employee Attitude towards Trade unionism in Railways

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Statement</th>
<th>Weighted Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Trade unions are very strong in my organization.</td>
<td>3.37 (1.002)</td>
</tr>
<tr>
<td>2.</td>
<td>I feel safe being a member of trade union.</td>
<td>3.07 (0.946)</td>
</tr>
<tr>
<td>3.</td>
<td>I feel that the trade unions are not given due chance in collective bargaining.</td>
<td>1.91 (0.780)</td>
</tr>
<tr>
<td>4.</td>
<td>There is unhealthy competition among the unions for domination.</td>
<td>3.50 (0.829)</td>
</tr>
<tr>
<td>5.</td>
<td>Trade unions contribute towards good organization climate.</td>
<td>3.93 (0.832)</td>
</tr>
<tr>
<td>6.</td>
<td>The management do not deal equitability with the trade unions</td>
<td>2.83 (0.766)</td>
</tr>
<tr>
<td>7.</td>
<td>Union leaders show unnecessary domination in the organization issues</td>
<td>3.82 (0.757)</td>
</tr>
<tr>
<td>8.</td>
<td>Few unions dominate collective bargaining</td>
<td>3.72 (0.637)</td>
</tr>
</tbody>
</table>

Source: Information collected through employee questionnaire

Note: Figures in Parenthesis are Standard deviation

Being a member of trade union it helps and supports the employee’s problems. The employees should feel that they are safe being a member of union. To know how far the employee’s feels safe in union, an enquiry is made. The respondents in the survey rated 3.07 as weighted average. It is more moderate extent. It explains that being a member of trade union the employees feel that it safe guards the interests of employees.
Generally the trade unions will make a presence in collective bargaining. The purpose of collective bargaining is that the chosen representative of employees acts as a bargaining agent for the employees in carrying out negotiations and dealings with the management. In collective bargaining the employee representatives should be given a chance to present the viewpoint of employees, whether it is done or not is questioned. The respondents rated 1.91 as the weighted average in the study. It is below to small extent. It explains that trade unions are given less chance in collective bargaining. They are just present in the meetings. Hence, it is suggested that trade unions are given due chance in collective bargaining. So that the problems will be easily solved within a short span of time. The union representatives should learn how to take chance in collective bargaining to present union demands for achieving them.

When there are two or three trade unions in one organization certainly there will be competition between them. The leader who is organization the trade should be educated and strong and hence he should carry the problems for immediate salvation. Here in the survey the respondents rated as 3.50 as weighted average, it is more than moderate extent. It explains that there is unhealthy competition among unions for domination. Hence it is suggested to trade unions in Indian railways that there should be healthy competition among unions for solving the demands of employees. So that there will be positive results for the employees issues.

Generally the trade unions motivate and contribute to create good organization climate. As the activities should not disturb the healthy
atmosphere of the organization. The survey resulted and given weighted average of 3.93 which is more than moderate extent. It explains that the trade unions contribute healthy atmosphere towards good organization climate.

The purpose of trade unions is to solve the problems of the employees. The management should deal all unions equally when in this regard they approach for any demands. An enquiry is made, the respondent resulted the weighted average the weighted average of 2.83 which is less than moderate extent. It explains that the management does not deal equitability with the trade unions. It is an encourage trend and it should be followed in future also.

The purposes of trade unions are to correct the problems of the employees. But in some organizations union leaders show unnecessary dominations in the organization issues. The survey resulted, that the respondents rated 3.82 as the weighted average. It is more than moderate extent. It explains that union leaders show and creates unnecessary domination in organization issues.

When there are more recognized unions, the management invites representatives of different unions. In this situation some unions try to dominate in collective bargaining process. To know the fact a survey resulted the weighted average of 3.72 by the respondent. It is just below to the large extent. It explains that unions dominate in collective bargaining. It is suggested that management should see that all union representatives are given equal chance to present their view points. This process will avoid the domination of some unions.
References

1. (R.B.’s No. E (W) ED1/27 of 29.11.58/Para 2402 of E. Manual)


3. (R.B.’s No. E (W) 80SC2-21 of 29.4.80).


5. This does not, however, mean that the labour movement started very late in railways as compared to other industrial establishments. The national union of railway men of India and Burma was in fact one of the earliest labour organizations started in his country.

6. Report of the labour investigation committee, government of India, New Delhi, 1946, p.79 In fact all the labour associations formed prior to 1918 in India were “loose organizations” led by people who were primarily social reformers.

7. It may be noted here, this union had its origin in the ‘biggest’ strike conducted by the workers of railway work shop. Perambur (Madras) during which, tow fellow workers died on the spot due to a firing by loco superintendent (labour times, monthly journal of Madras and southern Maharastra railway Employees’ Union, July 1949).

8. There was a strike on north western railway in 1921 as a protest against the visit of the Prince of Wales which was boycotted by the national movement. About the same time, there was a strike on Assam Bengal Railway in sympathy with the struggle of workers in tea plantaions (V.B. Karnit. Op.cit. p.37).
9. The committee also consisted of representatives of Bengal Nagpur, railway, North Western Railway, Great Indian Peninsular railway, Bombay Baroda and central railway and East Bengal railway.

10. A conference on railway men presided over by Sri. N.M. Joshi was held on this date and the representatives of various railway labour unions participated.

11. Bengal Nagpur Railway Strike, 1927; East Indian railway strike 1928; great Indian peninsular railway strike 1928. The strike on Bengal Nagpur railway conducted for more than one month was a very important one in the railway conducted for more than one month was a very important one in the railway trade union movement in the country. The strike was led successfully and the workers achieved demands. The administration agreed to pay about Rs/ 1.4 millions as strike wages, this was the first time that any railway agreed to pay such a large sum as strike wag

12. V.B.Karnik, op, cit, pp 77-78.

13. For example, on southern railway, with the integration of Madras and southern Maharashtra railway, south Indian railway and Mysore state railway the three unions -Madras and southern Maharashtra railway employees union, south Indian railway workers union and Mysore state railway employees association decided to merge at a meeting held in golden rock in June 1953 under the name of southern railway employees union. The southern railway employees union, affiliated with AIRF continued to function upto 16th, July 1957.


16. Ibid.

17. Ibid.

18. Ibid.


22. Ibid. P.203


25. Observed from the minutes of P.N.M meetings held between the railway board and AIRF and NFIR.
26. Observed from the minutes of P.N.M meetings held between the respective divisional administrations of South Central Railway and branches of SCRMU and SCRES...

27. Observed from the minutes relating to P.N.M meetings held at the railway Board level.


29. Observed from the minutes of P.N.M meetings held between the South Central Railway Administration and the trade unions working at the South Central Railway headquarters level.

30. Observed from the minutes of P.N.M meetings held between the respective divisional administrations and the branch unions working in respective divisions of South Central Railway.