CHAPTER - VIII

SUMMARY AND CONCLUSIONS
CHAPTER - 8
SUMMARY AND CONCLUSIONS

Transport – the very basis of modern civilization - has become largely synonymous in India with railways. Rail transport serves as a crucial instrument in influencing the economic destiny of the nation. Railway facilities greatly influence the course, volume and structure of economic activity. Development schemes and their successful implementation depend largely upon the extent and quality of such facilities, during the last six and half decades, especially Indian railways have been facing intense competition with the road transport. Further, the need for improvement in quality of service, effecting economy in revenue and capital expenditure, carrying out programmes of modernization and renovation, cost consciousness, improvement in railways competitive activity vis-à-vis other forms of transport etc., to improve the railways working and their efficiency are urgently called for, but all these can be achieved largely through bringing out effective Human Resource Management in Indian Railways.

The attitude and effectiveness of the employees are considered to be the most important elements in solving questions of public relations and operating efficiency of railways, the enthusiastic and efficient railway employee speaking and acting as a loyal adherent to the organization is the greatest possible instrument for public good will. This desire for a loyal service can only be stimulated by taking steps which promote the welfare and interests of the employees.
Harmonious relations between the administration and labour are also essential in view of the fact that railways must run 24 hours a day and for three hundred and sixty five days in the year, operations must be continuous. The demands and the necessity of transporting passengers and freight are such that any interruption in service (due to labour trouble) results in serious hardships and must be avoided at any cost. The consequences of the strike (July 1973) by loco staff are to be considered in this context. The possible adverse effects of the all-India-strike-one in July 1960, in other in September 1968 and the third in 1974 have also to be considered. Frequent industrial conflicts not only affect the management and labour but also tend to impoverish the community as a whole they affect production and national income. They lead to wastage, foment class hatred, embitter mutual relations and inflict damage or the progress of the nation.

A historical study of the evolution of Government’s attitude towards industrial relations reveals that only since independence has the Government’s encouragement of the aspirations of labour been intensified. India’s five year plans have rightly recognized the worker as the principal instrument in fulfillment of the targets of the plan and in the achievement of economic progress. The Railway administration is also the largest employer of organized labour in India and their working policy as regards wages, terms of employment and their working conditions influences to some extent the conditions of industrial labour throughout the country.

Indian railways are the largest industry with unions membership scattered all over India belonging to different economic backgrounds,
educational levels and different ethnic groups. The study of trade unionism in railways helps to determine the unions’ role in moulding the industrial relations which may be taken advantage of by unions belonging to other industries.

Review of Literature

The researcher made an elaborate review of the research material available on the subject. The research studies, books, journals and websites are reviewed. Very few researchers and institutions have tried to study and bring out the human resource management problems in Indian railways.

Need of the Study

Indian Railways have to render services to the people living in the country. To render these services effectively to the utmost satisfaction of the people, the railways must be manned by efficient and committed employees with required level of skills and knowledge. The changing trends in transport industry necessitate Indian railways to play a crucial role in providing various passenger services. As a result, the Indian railways require efficient and committed human resources to discharge the functions effectively and tactfully. This emphasizes as the significance of human resource management in Indian railways. This study attempts to examine the present state of human resource management, analyze the defects therein and offer suggestions for effective human resource management in Indian railways. The review of literature presented above reveals there are very few studies concentrated on Human Resource Management. In particular there are no studies on Human Resource Management in Guntakal Division. Hence, the study
assumes greater significance and there is need to study on human Resource practices in Indian Railways in general and in Guntakal Division in particular.

**Statement of the problem**

The present study deals with a conceptual background of human resource management in Indian Railways. For evaluating the human resource activities in Indian Railways, the researcher has chosen to study at Guntakal Division, Andhra Pradesh. The study assumes assessment of activities like Man power Planning, Recruitment, Selection, Induction, Training, Performance Appraisal, Promotional Policies, Transfers, Reward Management. Therefore, the research problem has been stated as Human Resource Practices in Indian Railways – A study with reference to Guntakal Division in South Central Railways.

**Objectives of the Study**

1. To analyze the human resource practices and to highlight the human resource management policies in Indian Railways.
2. To appraise procurement practices - manpower planning, recruitment, induction, selection policies and procedures in Indian Railways.
3. To assess the human resource development - through performance appraisal and training practices in Indian Railways.
4. To examine the reward management and career development practices in Indian Railways.
5. To examine the employee welfare, human relation and trade unionism in Indian Railways.
Methodology and Sampling

In order to achieve the Objectives stated above both primary and secondary sources of information and data are relied upon.

Primary Data

The primary data was collected through a structured questionnaire. The questionnaire was designed to collect the opinions and attitudes of employees on various aspects such as Manpower Planning, Recruitment, Selection, Performance Appraisal, Training, Welfare, HRD climate and Trade Unionism. Apart from this discussions and interviews with executives of Indian Railways were also relied upon.

Secondary Data

The secondary data was collected from the records of the administrative offices and of South Central Railway zone office and its divisional officers other related offices. The annual administrative reports, periodical performance reports, office files, circulars and orders, relevant acts, service regulations, delegation of powers, recruitment rules and various reports and publication of Indian Railways and south central railway as well as reports of various study teams and consulting agencies were also made use of. Further, various books and journals pertaining to the theory and practice of human resource management, transport management, Indian railways were also studied. Data was also collected from railway institutes, offices of trade unions and railway employees unions, university libraries and institute of public enterprises. The national and regional newspapers, broachers’, pamphlets and other published and unpublished literature on the subject were also studied.
Sampling

Indian Railways is divided into 17 zones. South Central Zone is taken for the study purposefully as this zone is biggest. This zone is again divided into six divisions via Hyderabad, Vijayawada, Secundrabad, Guntaka, Guntur, Nanded Divisions. Out of these six divisions Guntakal division is selected for the study purposefully as the researcher has easy access to all the parts of this division. Apart from this Guntakal division is hub of meter gauge and broad gauge movements in several directions. Hence all the categories of employees are available for study in this division.

Sample of Employees

There are as many as 15,105 employees working in Guntakal Division of South Central Railways. These employees are working in different departments. The employees working in different departments are classified into A, B, C, and D categories. A convenient sample of 2 percent employees is taken for the study. The total sample has come to 300 employees. These employees are taken on the basis of stratified random sampling method. Care has been taken to take the employees of all categories from all the departments.

Statistical Tools for Analysis

In order to process the data collected through Questionnaire SPSS package has been used. For the analysis of the data the researcher applied percentages, weighted averages and standard deviations. The attitude of the employees has been inferred based on the above measures.
Limitations

The present study is based on primary data and secondary data. Hence, the truthfulness of the study to a considerable extent depends upon the exactness of the data published by Indian Railways and various other agencies and organizations. The opinions of employees will change over a period of time. Further, the study period is restricted to 5 years from 2005 to 2010. In spite of the above limitations, all efforts have been made to make the study comprehensive and analytical.

Organizational Framework of Indian Railways

The administrative control of railways in India has been entrusted to a Board in 1905. Since then, several changes with regard to the composition of the Board have taken place. The present Board consists of a chairman and Five Members also one Financial Commissioner. There is a strong demand from labour as well as the public to entrust Railways to an autonomous corporation, which would, as rightly observed by the Indian Enquiry Committee, be in the interests of more efficient working of the railways.

The South Central Railway with the General Manager as its Chief Executive Officer has been organized with a separate branch to deal with Personnel matters has been created and along with a Railway Recruitment Board, This personnel branch has been expand from time to time and it now consists of a number of Personnel Officers , Asst. Personal Officers and Welfare inspectors to deal with various personnel aspects. However, a separate cadre of personnel officers has not yet been developed. This makes specialization difficult and in the complexities of the present situation when personnel problems are
receiving increased attention all-round, it is certainly a desideratum to have a specialized personnel cadre so as to complete continuity in the execution of policies formulated from time to time to the fullest satisfaction of the organization and its employees.

**Social Background of Employees**

The social background of employees includes age, work experience, educational background, gender, monthly income and social status.

**Age of Employees**

The research reveals that the employee’s majority of the respondents fall in the age group of 41-50 years. There are 8 percentages of employees (24 respondents) in the age below 31 years. In the higher age group of above 51 years, 63 respondents (21 percent) are found. The average age of sample employees is 45.2 years. Hence the respondents are highly nature and the answers given by them in the questionnaire can be relied upon.

**Work Experience**

The work experience of employees plays an important role in the development of service industry particularly Indian Railways. Because an experienced employee would be expertise with all the rules and regulations of the bank when compare to a newly recruited employees. The employees with the work experience of 11-20 years are 34 percent (102 respondents) and next highest group being above 21 years. In the group 21 – 30 years, there are total of 84 respondents. This indicates that majority of employees who are taken for surveys are sufficiently
experienced. It may also observe that by virtue of their rich experience
the employees are capable of marking appropriate answers in
questionnaire.

**Education of employees**

Education is the basis for appointment in an organization. The
education improves knowledge and improves the work performance. The
promotions in Indian railways depend upon the minimum qualifications
and experience on the job. Hence the education of the sample employees
is ascertained. A majority of employees (126 respondents) are graduates.
There are 42 respondents (14 per cent) with postgraduate qualification.
There are 51 respondents with technical education. All these employees
are working in technical departments. Therefore it can be concluded that
the most of the respondents are well educated to understand questionnaire
and to respond appropriately.

**Gender of Employees**

Now a day's women are getting employment on par with men. In
Indian Railways also women employees are taken for different jobs such
as counter jobs, office assistants, travelling ticket examiners etc; In view
of this the gender of the respondents is taken. There are 234 male
employees for (78 percent) and the remaining 66 female (22 percent).

**Average Monthly Income**

Salary is the major source of income for employees. Income
determines status and standard of living of a person. In view of this
salary income of respondents is enquired. A majority of employee salary
income is between Rs 15,000 to Rs 35,000. There are 123 respondents
(41 per cent) who get salary income between Rs 15,000 to Rs 25,000. Another major group of 111 employees (37 per cent) set salary income between Rs 25,000 to Rs 35,000. In the sample 17 respondents are getting salary above Rs 35,000 and five respondents getting below Rs. 15,000. The average salary income of the sample employees is Rs 23,252.

Social Status

In India there is a caste system. The economic and social status is depending mostly on the caste of the individual. In order to protect the undeveloped and underdeveloped people, the Government of India provided reservation in government posts. For this, on the basis of caste, the people are divided into scheduled caste, scheduled tribe, backward classes and open category. In view of this an enquiry is made. It can be observed that there are one third respondents who belong to OBC category. As many as 81 respondents (27 per cent) are in other caste category. In the remaining 23 percent belongs to SC category and 15 percent belong to ST category.

Method of Data Analysis

As specified in chapter II, a questionnaire has been administered to employees in order to ascertain the attitude of employees towards manpower, Recruitment, selection, induction, performance, appraisal, training, JR promotion, transfers, and HRD climate. The responses of the employees for each question is taken on a five point scale as

1. Not at all;
2. To a small extent,
3. To a moderate extent
4. To a large extent
5. To a very great extent
These responses are converted into numerical values by giving weightages as (1). One point – not at all, (2) two points to a small extent, (3) Three points – to a moderate extent, (4). Four points to a large, extent, (5). Five points to very great extent, from its ratings in the form of weighted averages and standard deviation are calculated for the analysis for arriving at appropriate inferences. The weighted averages are shown in table followed by standard deviation in the parameters.

**Man Power Planning**

Manpower planning in any institution involves - An appreciation or evaluation of existing manpower Forecasting of manpower requirement for the future in terms of both quantity and quality; and taking of suitable measures to ensure that manpower is deployed according to the requirement of specific jobs.

**Man Power Planning Process**

The manpower planning requirement is a continuous process in Indian Railways. Hence, it should estimate the manpower Planning requirement well in advance. In this regard, an enquiry is made in this study. The weighted average of Manpower Planning requirement identification in advanced based on strategies in organization is 2.63. It means that the score is below moderate extent. It means the Indian Railways is not identifying manpower planning requirement well in advance. This leads to shortage of manpower, low quality manpower planning and untrained manpower. Hence it is suggested that Indian Railways should identify the required Manpower Planning well in advance based on expansions and development of the organization.
The manpower planning is further for the feature requirement of organization. For this the organization should project into feature and do the manpower planning. For the question, weather manpower planning is always done on the basis of projections. The employees responded with a weighted average of 1.29. This score is even below small extent. It can be inferred that the Indian Railways is not doing manpower planning on the basis of projections. In view of the above it is suggested the Indian Railways should have a vision and projection into feature and decide the plans for feature development. Based on these projections, the manpower planning should be done.

The participation of the managers in various development activities may give an understanding to them to plan of the feature of the organization. The strategic manager’s participation in manpower planning recruitment, selection will improve the quality of H.R in organization. In view of this, it is enquired that weather due participation to strategic manager is given in manpower recruitment and selection. The study reveals that the weighted average score for this is 1.82, which is below to a small extent. As such it is suggested that the strategic manager have to be given due participation in manpower recruitment and selection.

There should be close linkage between the organization and the managers who forecast the manpower plans in order to meet the requirement of the organization that manpower they should be planned for expected results. In this study an enquiry is done weather the requirement is fulfilled or not. It is found that the weighted average score is 2.13 which are just above the small extent. Hence it is suggested that
there should be links between the concerned officer and business plans to fulfill the requirement.

The vacancy positions should be identified by the critical evaluation method by the particular section head. Critical evaluation means that the traffic load distribution among the employees. It is suggested that once the vacancy position or requirement identified, it should be filled immediately.

Recruitment

Once the required number and kind of human resources are determined, the management has to find the place where required human resources are will be available and also find the means of attracting them towards the organization before selecting suitable candidates for jobs. All this process is generally known as recruitment some people use the term "recruitment" for employment these two are not one and the same.

Recruitment and Recruitment Policy

It is a process to discover the sources of manpower to meet the requirements of the staffing schedule and to employ effective measures for attracting that manpower in adequate numbers to facilitate effective selection of an efficient working force. It is to locate sources of manpower to meet job requirements and specification of involves efforts the attract employees equipped with describe qualities to fill up the vacant position matching the personnel qualities of the would be employee with the job requirements.

The railway jobs can be known by the individuals by employments news, News Paper, through existing employees, by personal enquires and
by also internet. Generally the individuals can find the vacancies of the job through the advertisement also. In view of this a survey has done to know how many individuals will be knowing through there magazine production or by electronic media. It is found that the most of the individuals are known by the news papers and internet. Hence Indian Railways should improve its advertisements in news papers and internet.

Generally, in Indian Railway’s Recruitment of manpower and number of employees selected based on the strategic needs. Mainly concerned manager’s focus on the need of manpower for the further period in order fulfills the need and necessity of employees to meet the concerned contracts and for the development of Indian Railways in various sectors. In view of this a question has been asked to know whether recruitment of number and type of people are based mostly on strategic needs. The research reveals that the weighted average rate is 3.45 the above which is more than moderate extent. It means that Indian Railways recruitment the number and type of people base strategic needs.

The recruitment policy in Indian Railways should be transparent and effective. In order to find out whether it is done or not in Indian Railways is asked. For this the weighted average is 2.1 which is below moderate level means that the recruitment is not effective and transparent. In this view it is suggested that the recruitment should be done effectively and transfers in order to find the right person for the right job. It will be essential for the development of Indian Railways otherwise the Indian Railways will be losing the creditability in the service industry.
The recruitment in Indian Railways will be also considered for the internal employees who are in Indian Railways to their children for the employment. To know how far the recommendations will be implemented by the existed employees to their children. The respondents gave the weighted average of 1.25 which is below small extent. This reveals that internal sources are not considered much for the recruitment. It is suggested that the talent should be identified and will be recruited in their Indian Railways so that there will talent enhancing the Indian Railway in different technology by recruiting credible candidate. It helps to develop the service industry for creating new innovations.

The process of recruitment in Indian Railway will be considered for the local talent also. It is found that the average weighted rate is 1.22 which is below to small extent it explains the local talent is not considered and the recruitment is done accordingly by selecting the necessary person. It is suggested that they local talent should be considered for the credible candidate who would be identified for the developments of Indian Railways.

It is found that Indian Railways nowadays is giving its recruitment advertisements in mostly internet. The advertisements are very rarely covered in local news papers. The rural unemployed youth are missing the opportunities because of this practice. Hence, it is suggested the Indian Railways should give advertisements in local news papers also along with internet.
Job Design

The recruitment in Indian Railways would be designed perfectly so as not to find any difficulty when the process is done. The managers will forecast and the demand of the particular employer to fulfill the needs of Indian Railway.

In Indian Railways jobs which are segmented according to the department wise have the particular rules and regulations. They have their Limitations accordingly for the job concerned. To know the limitations of the employees under their designed jobs a survey has been conducted, it reveals that the weighted average rate is above moderate level is 3.65 which explain the limitation for the employees for the concerned work would be planned and decided perfectly in this industry. It is suggested they employees who are in Indian Railway should have limitations as such they should not interact with the job work of other employees.

The employees who are in Indian Railway should know the job design perfectly so as they have to act in their work accordingly to know how many employees are aware of design of the job. A small survey has been conducted. The research reveals that weighted average rate is 3.00 which is at moderate point. This explains the employees are well known of job design. It is suggested that the employees should be know about the design & limitations of the jobs, perfectly so as to work with their concerned responsibilities.

To recruit senior people in Indian Railway the succession plan is done in advance as it takes much time to recruit them. A survey has done to know the weighted average of this is 2.57, which is below moderate
level. It reveals planning in advance is not done properly. It is **suggested** that the planning should be done perfectly to avoid the unnecessary problems. If it so, the development will get breakdown in Indian Railways.

**Selection**

After identifying the sources of human resources, searching for prospective employees and stimulating them to apply for jobs in an organization, the management has to perform the function of selecting the right employees at the right time the objective of the selection decision is to choose the individual who can most successfully perform the job from the pool of qualified candidates.

**Selection Process in Indian Railways**

It is the process of picking individuals with requisite qualifications and competence to fill jobs in the organization. The role of selection in organizations effectiveness is crucial for at least, two reasons. First, work performance depends on individuals. Secondly, cost incurred in recruiting and hiring, personnel speaks volumes about the role of selection. It is the negative in its application in as much as it seeks to eliminate as many unqualified applicants s possible in order to identify the right candidates.

The selection tests in Indian Railways are generally conducted based on the particular jobs assigned for each and every department. The research reveals the weighted average is 3.32 which is more than moderate extent, this means that the selection tests are conducted based on the job whether it is technical, administration and other departments.
Mostly the interviews are conducted by the assigned strategic levels in Indian Railway. The selection of the candidates will be decided by the human resource department according to concerned requirements by each department to verify all these activities a survey has been conducted to know how the interviews are decided by the particulars levels in Indian Railway. The research reveals that weighted average rate is 2.26 which is below moderate level is explains the interviews are conducted below the strategic levels. They have given less importance. It is suggested that interviews should be decided according each and every levels step by step to select a potential candidate for the suitable position. So that selected candidate’s can contribute and support for the development of service industry.

The managers should be trained very much to select potential candidate for the required post. In Indian Railways managers are given special interest while undergoing training. Firstly, the managers are educated well with concerned subject the techniques should be trained to manager while interviewing the candidates. In order to pursue this matter the managers are wanted well or not a survey has been conducted. The research reveals that the weighted average is 2.14 which is little above to small extent. It explains the managers are not trained properly for giving training. It is suggested that as the Indian Railways is very big service industry, the managers in the organization are well trained and equipped with all the particular activities and techniques which support in selecting a potential candidate.

In order to identify the potential candidate the selection tests are conducted and properly interviewed with various techniques to filter from
the list of candidates which are announced. Here in this survey the weighted average is 3.96. It is very near to large extent. This explains that the potential candidates are identified by the selection tests only. Hence, this system is framed in a selecting candidate is very useful to filter the right candidate who will support and develop the organization.

Selection process and its effectiveness

Generally, in Indian Railways the selection process is based on various techniques the process helps in identifying the potential candidate. The selection process should lead to better performance. The research reveals that the weighted average a rate is 3.30 which is more than moderate level. It is to understand that selection process in Indian Railways leads to better performance.

The selection process should be transparent in any organization. In order to know this process is implementing or not in Indian Railways a question is asked. The weighted average rate for this is 2.60, which is just below the moderate extent. It assumes the selection process is not transparent. It is suggested that all the process of selection should be transparent. The candidates should know done his position marks after the process is over. This type of transparency will enhance the prestige of Indian Railways.

It is found that selection tests conducted by Indian Railways are very general in nature. There is no interview followed by written test. It is suggested that the written tests should cover the aspects relating to railway jobs. Before offering jobs to the candidates, interviews should be
conducted to see the communication skills and general attitude of the candidates.

**Induction**

It is a process of guiding and counseling the employee to familiarize with job situation. It accomplishes several objectives including formation of a favorable impression and attitude, development of a feeling and facilitation of measuring and team work out the part of the employees. The research reveals that the weighted average is 2.71. It means that the induction training is not providing both positive and negative aspects of the organization and jobs. It is **suggested** that Indian Railways should try to explain all aspects of Indian Railway including positive and negative aspect of Indian Railways in Indo-china training.

The induction training supports the employees to aware the policies of the organization and to equip the new comers with different technologies parameters. So that they will be more trained to need the activities of the organization. To test how far the induction training provides an opportunity to new summaries the research reveals that the resulted weighted average is 3.24. It is more than moderate level it **explains** the induction training program given to newcomers an excellent opportunity to learn about organization and for comprehensively.

The induction programme is bounded by the concerned jobs and strategic requirements of the organization. The research reveals that the weighted average scores is 2.92 which is just below to moderate extent. It explains that induction programme is aligned with the strategic requirements. It is **suggested** that induction training programme should
have the requirements to enhance the training modules to reach the trainees easily. The Induction programme is designed well in advocator and for a sufficient period of time. They authorities decide and plan in such a way that there should not have any problems in attending the induction program to the employees. The respondents given the rating 3.83 which is above moderate extent. It indicates that Indian Railways plan the training program perfectly with sufficient period.

The managers should spend time with new employees and should discuss during the induction training. But the respondents rated 2.65 for the statement strategy mangers spend time with the news recruits during induction training. It is less than moderate extent. It shows the strategic manages are not spending time. With new employees in the induction training. Hence it is suggested that the mangers should spend time with new recruits in order to educate the new employees in all aspects. This helps them to make aware of all the activities of Indian Railways.

It is observed that there is no structured induction training to the employees recruited. It is suggested that Indian Railways should plan and design induction training for a specific period. The employee should be properly exposed to all the departments of the concerned job area.

Training

Training refers to imparting of specific skills abilities and knowledge to the employees. Training is defined as “any attempt to improve current or future employee performance by increasing an employee’s ability to perform through learning, usually by changing the employee’s attitudes or increasing the skills and knowledge.”
Employee attitude on coaching

The difficulties that will face by the employees on their job work will be resolved by the superior by ascertaining the requirement coaching to the employees by educating them given freedom to them to raise express their doubts while the coaching given at the staff training colleges. The respondents in the survey rated this 3.20 as weighted average, it is more than moderate extent, it means that coaching by superiors helps employees to resolve job related difficulties.

Basically in the organization there will be a particular department will be active for solving day – to – day problems. In Indian Railways the survey indicated, that the respondents rated 3.04 as the weighted average, It is more than moderate extent, it explains that organizational climate is conducive for solving day to day problems and difficulties of employees.

To know whether the employees who are undergoing training show internet in coaching facility. The respondents in the study rated 1.76 as weighted average it is less than small extent, it reveals that most of the employees show less interest in availing coaching facility. Hence it is suggested that the employee should avail interest in undergoing training facilities. It has to motivate by the organization to support the employees in undergoing the training. So that, the employees will make it easy to learn the need and necessary things in the job.

In any organization the higher authorities will consider the personal problems of employee and their needs. The research reveals that 2.76 as weighted average; it is near to moderate extent. It explains that superiors show less interest in pursuing the problems of employees and their needs.
Hence it is suggested that the problems which are facing by the employees should take into an account and should solve their problems. So that the employees would feel comfort and the responsibilities given by the organization would fulfill the achievements. So that the development will also corrected and helps to reach the assigned strategies.

**Employee learning culture**

The Indian Railways initiates and creates learning culture among employees to make aware of the concerned works in interested and non-technical trades. The respondents in the survey rated 3.78 as the weighted average it is more than moderate extent. It explains that the Indian Railways initiates measures to create learning culture among employees.

The knowledge would be shared among the staff members which undergoing the training period. In Indian Railways the respondents rated 2.80 as the weighted average. It is near to moderate extent that reveals the staff members share knowledge for shared learning. The employees should co-operate one among themselves and to discuss the doubts between them for the containing learning culture.

In Indian Railways the staff meetings are supported by the staff policies which are rendered by the organization. The research reveals that respondents rated 2.81, it is below to moderate extent it reveals that the Indian Railways has humanized staff policies to help employee staff meetings should be. Hence, it is suggested that staff meetings are encouraged to discuss their commitments and their doubts to perform the job that has been given by the organization.
Employee Attitude towards Training

In Indian Railways the training plays an important role. The highest credibility in Indian Railways is training. This is first step of an employee to start his career in Indian Railways. The training should focus on knowledge skills and Attitude. The respondents given the weighted average rate is 3.44 which is more than moderate level it explains that training in Indian Railways is basically focusing on knowledge skills and attitude.

The design of the course is well planned with all parameters in Indian Railways, the course ascertains the duration of time period so as to adjust the employees’ needs and necessary conditions. For this the respondents gave the weighted average rate 3.66 which is more than moderate level. It explains that, the course design is well planned and equipped and with all parameters.

Especially the training organizations should provide conducive climate for learning. The training should be given in such a climate where the trainees would feel comfortable and shows enthusiasm towards the programming schedule in the training course. The respondents gave the weighted average of 2.76 which is below to moderate extent as such; it explains that training organizations show less interest in providing conducive climate for learning. Hence it is suggested that the organizations should provide training with modern technology and well established facilities with new parameters with fully loaded equipment so as the trainees should learn & educated perfectly.
Mostly the training organizations provide the effective training on the specification of the job. Based on the responsibility of the job the training modules and parameters would be educated for a concerned job. Here the respondent gave the weighted average rate of 2.45 which is below moderate level. It explains that training that is provided on the content on the job is less effective. Hence it is suggested that the training should be effective for a particular job specification.

Employee nomination to training

The training organizations the training nominations are analyzed to perform employees effectively in order to know the fact, the survey has resulted as the employees gave the weighted average rate of 2.07 which is just above to the small extent. It explains that training nominations are not given preference to analyze employees to perform effectively. In this view it is suggested that the training nomination should be analyzed so that the employees will get aware of facilities the benefits of training by nominating the employees to perform effectively.

When the employees are nominated for training it should be intimated well before so that the employees get ready for it. In Indian Railways the trainings organizations provide the nomination for training in advance or not is enquired. For this the respondents gave weighted average rating of 3.29 which is above moderate level as such it explains that the nominations are intimated to the employees in advance. It will be inferred that the employees are happy about it.

The training nominations are made by considering employees learning needs. In order to nominate employees for training the learning
needs of employees would be considered and knowledge shared by the training centres would be taken into account and then the training nominations should be decided. The respondent has given weighted average score of 2.91. It is near moderate extent. It explains that based on the learning needs of employees the training nominations are considered.

Institutional training and methodology

The training given by the institutions should enable employees to perform effectively. The training institutes should motivate the employees with new parameters of techniques. It also should be equipped with modern equipments. So that the trainees would feel comfort and easy to educate. When enquired whether institutional training enable employees to perform effectively, the respondents rated with weighted average rate of 3.21 is helpful to the employee to perform effectively.

The institutional training should address the competency gap among the employees. Generally the training given by institutes and make aware of competency gap because if this practice follows automatically the employees will come to know the facts of the competency gap among them. The respondents in the survey rated 2.32 which is just above small extent. It explains that the institutional training is addressing very less and not making the competency gap among the employees. Hence it is suggested that the competency gap among the employees should be addressed by the institutional training. The training should be designed in such a way that employees may able to recognize the competence gap among them.
The satisfaction of the existing system of institutional training in Indian Railways has been enquired in this study. The respondents rated with weighted average of 2.21 which is just above to small extent. This shows that the employees are not satisfied by the existing system of institutional training in the Indian Railways. Hence it is suggested that the existing system of institutional training should be improved and well established with various new parameters so that the trainees will satisfy themselves when the training is given.

Learning facilities at the training centre

The training colleges in any organization should be equipped with latest training facilities. It should provide relevant study material. The training college should enable employees to perform effectively after taking training. The training colleges provides training with modern amenities and technologies with new methodology for each the concerned job specification. The faculty who trainee the employees should be professionally trained. For the question whether training colleges enables employees to perform effectively. The respondents in the table 4.8 gave the weighted average score of 3.27. It is above the moderate extent. It explains that training colleges enable employees to perform effectively after attending trainees’ programmes.

The training centers generally provide study material when the employees are undergoing training. The material provided to employees is useful when the training takes place. The study material provides more information during the period of training. When asked whether training material provided is useful, the respondents gave the weighted average rate of 3.59 of is more than moderate level. It explains that the
study materials provided during the training period is useful and it supports the employees to make aware of the activities and the modules of the training programmes.

**Trainer’s ability and motivation for class room training**

The trainees in the staff colleges training centres are highly educated in their concern subjects, so as to deliver the knowledge and make aware of the techniques in the job to undergo the work given to employees. The trainees should be knowledgeable about the subject. Then only the trainees can give proper training to the employees. It is enquired whether trainees are knowledgeable in the subject, the respondents with weighted average of rated 3.20 which is above moderate extent. It explains that the trainees have thorough knowledge about the specific subject in which they give training. The training faculty members should be cordial in clearing employee’s doubts. The doubts of employees should be cleared by the concerned trainers to avoid the problems of the employees. The respondents are rated 2.58 for cordiality clearing the doubt of employees in training. It is less than moderate extent. It explains that the trainers show less interest in clearing the employees doubts the training is one way. Hence it is suggested that the training should be participated and the doubts of the employees should clear so as to avoid the problems of the employees during the training. Then the employees will not find any difficulties during their work.

The employees who attend training are experience in their work. They also have the work knowledgeable. They may try to explain their opinion while training is going on. The trainers should encourage such
opinions and discourse in the sessions. When asked whether the trainers are allowed to express their opinions, the respondents rated it with weighted average of 3.5, which is above to moderate extent. It explains that trainees are encouraged to express their opinions during the training sessions. It should be considered as good feature in training. Transfer of Training knowledge to the job.

**Performance Appraisal**

Appraisal of performance of the employee is an essential aspect of human resource management. It is the process for the evaluation of employee’s akin to the job requirements and standards plays a crucial role in Human Resource Development. The essential purpose of all appraisal schemes should be to accentuate the human resources.

**Nature and extent of performance Appraisal**

The nature of performance Appraisal provides the management with a systematic basis for effectively recognizing and evaluating the present and potential capabilities of human resources, related functions of promotion transfer and separation.

In Indian Railways periodically evaluate the performance of its employees. The employees are asked to rate whether Indian Railways is periodically evaluating the performance. The research reveals that the respondents rated 3.34 which is more than moderate extent. It reveals that the performance of employees is evaluated periodically. The evaluation of employee’s performance is done to know their mentality and how they are performing at their job work.
After performance appraisal the appraisal reports should be properly maintained. When asked whether Indian Railways is maintaining performance records. The employees weighted average is 2.63. It explains that records are maintained but not given much importance. Hence it is suggested the records are maintained to avoid the problems while evaluating.

The report of performance appraisal should be effective because the evaluation of the employee’s activities and their job satisfaction. These reports play a vital role in performance appraisal. The respondents given the weighted average rate of 3.66 which is more than moderate extent. It explains that performance appraisal review of the report is effective.

**Performance Appraisal Feedback to employees**

In Indian Railways the superiors/managers give feedback to their employees, regarding their perform once. The research reveals that the weighted average as 1.92 which is below small extent. It means that the feedback is not given by the managers to the employees. It is suggested that the employees feedback should be given to them so as they will know about their performance in their job.

The purpose of feedback helps to know the strong and weak areas of performance to plan for improvement. In order to know how far the purpose of feedback is given to employees. In the survey, the respondent rated 2.15 which is just above to small extent. It explains that feedback to employees is not given to by managers. Hence, it is suggested feedback
should be given to employees so that they will know the week and strong area of their jobs. It helps in the improvement of employee performance.

To achieve the targets of Indian Railways performance discussions should be held between manager and employees. In an enquiry it is found that the respondents rated as 1.10 which is below the small extent. It explains that performance discussions are not discussing between the superiors. Hence it is suggested that performance should be discussed between the employees and managers for the Indian Railways achievement in various strategies.

**Employee potential and development**

The employees of any organization may have some potential. This should be recognized by management and develop for the well being of organization. Employee potential and development:

Employee development is not just the responsibility of the employee. In today’s diverse workforce, business practices have evolved to reflect economic competitiveness in developing and retaining talented employees. Organizations are continually seeking new solutions to assess, understand, and strategize employee development. One of the greatest challenges faced by managers is the strategic personal development of their employees in order to ensure effective use of their talent. To properly manage this vital resource, they must identify their challenges and then implement employee development and training for improvement. Profiles International's employee development solutions will help managers effectively manage, motivate, and empower employees.
Whether Indian Railways opportunities for the utilization of inner potentials of the employees is assessed for the achievement. To know how far this is considered in Indian Railways the respondents rated 1.89 which is just below to small extent. It explains that Indian Railways is not utilizing the inner potentials of the employees. Hence it is suggested Indian Railways to recognize inner potential of employees and utilize the knowledge to implement in various sectors for the growth and the development of Indian Railways.

The Indian Railways should spend time and resources for the development of employees. The employees rated as 1-79 for this. This is below small extent. It explains that Indian Railways is spending less time with employees for their development. It is suggested that for the development of Indian Railways services the railways should spare time and resource for the development of employees to achieve the goals of the employees.

Performance appraisal and promotion policy

In Indian Railways performance appraisal system for employees is to meet the requirement under promotion policy. This has to be implemented and executed for doing better performance in their job work. This is to be done to know the employees requirements. In the survey the respondents related 1.59 for the question whether performance appraisal system for employed meets the requirement of promotion policy. The rating is below small extent. It means that the requirement of promotion policy is not taken care properly under performance appraisal. Hence it is suggested that performance appraisal should be
designed in such a way that it will meet the requirement of promotion policy.

The promotion in Indian Railways linked to work performance and the achievements done by the employees. In order to know whether promotions are linked to work performance a question is asked. The respondents given weighted average of 1.56 which is less than small extent. As such it explains promotion is not linked with work performance. It is linked with service of the employee. Hence it is suggested that promotion of employee should link with performance of work because the talented employees would lose the opportunity of promotion to higher cadres.

In Indian Railways performance Appraisal is to identify the development needs of employees. While evaluating the employees the basic needs should be identified and implemented for the development of employees. The respondents asked whether Performance appraisal is identifying developmental needs the employees rated 1.79 which is just below to small extent; it assumes that performance appraisal is not identifying developmental needs of employees. Hence, it is suggested that the performance appraisal should identify the developmental needs of employees. This will help the organization for the design of training.

Promotions in Indian Railways

Promotion refers to elevation from lower grade or cadre to upper grade or cadre. Promotions are an acknowledgement of past performance and future potential to shoulder higher responsibilities. In Indian Railways the promotions are based in accordance with the promotion
policy explained already. Apart from this the promotions should also be based on the performance of the employees. When asked whether it is happening the respondents scored 1.27 as weighted average. It is below small extent level. It explains that the promotions are not based on the performance of the job. Hence, it is suggested that promotions should be based on the performance on the job. Because the employees who perform well should be encouraged and given promotion. This should be given more preference in order to motivate the employees.

In Indian Railways high performing employees should be given fast track promotions. In the service industry the employees who perform well should be recognized and motivated by giving promotion to higher positions. When asked the employee about it, they rated with a weighted average of 3.42. It means that the employees rated above moderate level. The employee opined that based on high performance fast track promotion should be given. Hence, it is suggested that high performance employees should be recognized for promotion along with experience on the job.

The promotions given to employees in Indian Railways are mainly based on the employee potential. Mainly in the service industry the promotions are based on the evaluation of the potentiality of employees' strength and knowledge. The respondents rated 1.70 as the weighted average which is less than to small extent. This shows that the evaluation of employees' potential is not given much importance for the promotion activities. It implies that only experience is taken for consideration. Hence, it is suggested that promotions should be given employees to encourage the employees based on evaluation of their skills and
achievements apart from experience. If only experience is taken the employees with the high potential will so far and are demotivated.

The promotion policy should be effective in encouraging career progression of employees. This explains that promotion policy plays a vital role for the employees in their career development. The weighted average given for whether it is effective in encouraging career is 3.77 which is more than moderate level. It reveals that promotion policy is effective in encouraging career progression of employees in Indian Railways.

Promotions to higher position should provide opportunities to work in challenging assignments. Generally in the service industry the promotion provides opportunities to work in challenging assignments. To test this question is posed whether promotions provide opportunities to work in challenging assignments. The respondents scored the weighted average rate of 2.57. It is less than moderate extent. It explains that the promotions provide less opportunity to work in challenging assignments. Hence it is suggested that promotion should provide interest in employees and should provide opportunities to work in challenging areas. This results in development of the Indian Railways. This should be done to employees to make aware of the organizations goals and strategies.

In Indian Railways whether the promotion policy is satisfactory or not to the employees is asked. The employees gave weighted average of 1.73. It is less than the small extent. It reveals that employees are not satisfied with showing interest in promotion policy in Indian Railways.
Hence it is **suggested** that the present system of promotion policy should be changed to develop the employee’s activities and motivate them to work in different challenging areas. The promotion policy should be encouraging and provide challenging task to the employee after getting higher position. In such a way the promotion policy should be made.

**Transfers**

A transfer is a change in job assignment. It may involve a promotion or demotion, or no change at all in responsibility and status. It is a change in assignment in which the employee moves to another job approximately the same level of responsibility, demanding the same skill and at about the same level of pay.

**Employees’ attitude towards transfers in Indian Railways**

In Indian Railways the employees are transferred to different stations as per needs and the transfer policy to find the employees interest towards the transfers. A question has been asked the respondents. They rated with the weighted average as 1.93 which is below small extent. It explains that employees are not showing interest to transfer to different stations so that the employees will find interest to know the activities and responsibilities one place to another to learn constantly to improve their skills.

To know whether transfer to different stations provide challenging opportunities a survey has been conducted to test this significance. The respondents gave score 1.83 which is below to small extent. It explains that transfer to different branches provides less opportunities. Hence it is **suggested** that transfers to different branches should provide more
opportunities in welfare and hospital services. So that the employees will show interest in transferring.

Transfers involve some financial expenditure to the employees. It is found that there is no transfer allowance given to the employees. Hence, it is suggested the India Railways should pay transfer allowance to the transferred employees to meet all his expenditure.

**Employee Rewards and Recognition**

Rewards and recognition can be powerful tools for employee motivation and performance improvement. Many types of rewards and recognition have direct costs associated with them, such as cash bonuses and stock awards, and a wide variety of company-paid perks, like car allowances, paid parking, and gift certificates. Other types of rewards and recognition may be less tangible, but still very effective. These "non-monetary" rewards include formal and informal acknowledgement, assignment of more enjoyable job duties, opportunities for training, and an increased role in decision-making.

In Indian Railways the reward schemes are implemented for the benefit of employees. To know how many employees are aware of reward schemes, a survey has been conducted. The respondents rated 1.98 as weighted average which is near to small extent. It explains that most of the employees are not aware of reward schemes. Hence it is suggested that employees should make aware of the reward schemes for the beneficial of the employees. It is also beneficial to the organization. Indian railways should widely circulate the reward scheme to the employees through circulars and newsletters.
The scheme of recognizing on the job alertness of employees in protecting the interest of Indian Railways should be effective. To know this a question is asked. The respondents gave a weighted average score of 1.73. It is just below to the small extent, it explains that the recognition on the job alertness of employee in protecting the interest of Indian Railways is very less. Hence, it is suggested that Indian Railways should make the scheme of recognizing employees on the job to protect the interest of its own should be more effective. There should be a method of identifying high performing employees to recognize them and to reward them.

As explained above the high performing employees should be identified and recognized with rewards to motivate them. A question is asked in this regard. The respondents gave a weighted averages score of 2.79. It is less than to moderate extent, it explains that high performing staff members are moderately recognized and rewarded.

In Indian Railways mainly protecting the employees towards job honestly plays a vital role because the employee who is honest towards his job supports the organization climate and culture. The contribution given by an employee to the organization helps to develop various strategies in service sector. When asked this the respondents rated 1.71 as the weighted average, it is just below small extent. It reveals the scheme of recognizing the employees who are honestly at their job work could not able to protect. Hence it is suggested the honesty of employees should be recognized and identified so as the employees will contribute their knowledge and their performance towards the development of the
organization at various strategic levels to achieve the goals of the Indian Railways.

**Compensation & Benefits**

Humans are regarded as one of every company's assets so they need to be efficiently and effectively managed. One of the tools companies use to attract, retain and motivate its people is Compensation Management.

Compensation refers to this exchange, but in monetary terms. Compensation is the employer's feedback for an employee's work. It simply is the monetary value you would give to your four employees in return of their services.

**Employee attitude towards salaries and Benefits**

In Indian Railways the salaries paid according to the central pay commission. At present the Indian Railways employees are receiving six pay commission salaries as already explained. The salaries are fixed according to the position, cadres like technical, non-technical branches. Those who do hard work are paid accordingly to the hard core jobs – like gaurage mend drivers. The salaries of any employee should commensurate the work done by him. If it is not, the analyze will be demotivated. Hence, a question is asked to this extent. The respondents in the survey rated 2.91 as weighted average. It is just below the moderate level as stated in the table 6.2. It explains that salaries are received by the employees in the Indian Railways are commensurating their work.

The pay scales and benefits of the organization to employees decided according to the designation and the cadre (position) of the
employees, whether it is technical or not technical. While fixing the pay scales the management should treat all employees equally in that cadre. In this regard an enquiry is made the respondents given the weighted average rate of 2.78 which is below to moderate extent. It explains that the pays and benefits like incentives and welfare activities are decided by the authorities based on the position in Indian Railways. Hence it is suggested that the benefits which are essential and required to employees. The benefits authorities should take enough care in fixing pay scales and like hospitals amenities, schooling are equitable given to the employees.

The requirement of benefits to employees change from time to time. Accordingly, the organization should change them to suit the employees. Employees are asked whether employee benefits are innovatively packed and reviewed from time to time. The employees gave weighted average of 2.86. It is below moderate level. It implies that benefits are not innovatively packed. Hence, it is suggested that the benefits should be improved and given preference to those who work hard and those who are in need.

Mostly the employees depend on salaries and benefits for their expenses and other needs. Hence, the pay offered by Indian railways should cover all expenses. To know the fact the survey has revealed that the respondents scored with weighted average 2.52, it is below to moderate extent. It explains that pay scales and benefits do not cover all the expenses and needs of the employees. Hence, it is suggested the organization should plan and expenses and needs of employees apart from position and cadre.
Employee Welfare / Safety

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.

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 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.

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.

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 household 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.

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.

It is found that Indian Railways provide schools for the children of its employees. But they are not modernizing like other private school. Hence, it is suggested that the Railway Schools should be modernized. It is also found that Railway hospitals are not meeting the needs of the employees. For every small problem, these hospitals are referencing the sick employees to corporate hospitals at a different place. In views of this it is suggested that Indian Railways should improve its hospital with
modern equipment and highly qualified doctors in different specializations.

**Unionism in Indian Railways**

Immediately after the independence, the political differences led to the starting of a rival federation under the name of Indian National Rail Workers Federation in 1948 under the aegis of the Congress party. With the starting of this federation serious rivalries had started in the railway trade union movement. The efforts made by the labour leaders as well as the Railway Ministers from time to time to forge unity among the tow All – India Federations (AIRF and NFIR) failed. Ultimately the two federations have come to stay with their affiliated unions on each of the individual Railways.

**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, it is more than moderate extent. It explains that trade unions are very strong in Indian Railways as per the opinion of employees.

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
The employees feel that it safeguards 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.
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.