PREFACE

The Indian Railways are the biggest public enterprise in the country and constitute the life line of the nation. The net-work of Railways in India not only serves to unify the country but also plays a vital role in economic development and industrialisation of the nation. They are the most important mode of transport in the Country maintaining supply lines to inaccessible areas, connecting ports to the hinterland and contributing to required economic development.

Indian Railways are the main artery of the Nation's inland transport, extending over 63327 route Kilometres, of which 28.65% are electrified with an investment of more than Rs. 63980.81 crores and regular staff strength and above 14 lakh at end of March 31, 2007-08 the Indian Railways are Asia's largest and the world's second largest state-owned railway system under a single management. The Indian Railways have a fleet of 8153 locomotives, 28701 coaching vehicles and 207719 goods wagons, over a million passengers and three quarters of a million tonnes of freight are carried every day.1

1 Indian Railways, 2008-09
The economic, agricultural and industrial development of the country is inextricably interwoven with Railways development and fortunes. The Railways main objective has been and will continue to be provide the necessary infrastructure for the healthy viability of such an organisation is of utmost importance to the country.

Of all the Central Government Organisations the Indian Railways is the largest single employer with a total staff strength exceeding 1.4million. Thus every alternate Central Government employee is a railway employee while all other Central Government organisations share the remaining employees. As the Ministry of Railways alone has to manage 50% of the Central Government employees, the Railways are a determining force in evolution of suitable employer-employed relations at Central Level.

The Railway personnel are classified into four categories. Class I and II belong to the Gazetted cadre, both permanent and temporary, amounting to .6% of the total employees and the remaining 99.4% of the personnel constitute he non-gazetted staff belonging to Class III and IV categories.

Human Resource Management (HRM) is expected to

2 Indian Railways, 2008-09
enhance the abilities, skills, techniques and value system of
individuals to meet their needs within the organizational
system, of which they are vital assets. HRM plays crucial
roles in preparing and developing people to meet the
challenges of external and internal changes.

HRM as well as its Development helps in building and
nurturing a culture of excellence and organizational learning.
HRM plays an important role in organizational initiatives
which help reduce workers compensation costs and coherent
approach to the management of the organizations most
valued assets – the people and ultimately the achievement of
the organizations objectives to gain competitive advantage.

HRM demands a broader perspective human
development at individual level group level and
organizational HRM mechanism, HRM Process and the
outcomes are proposed to be highlighted in the present work.
In the new economic order, the art of HRM has to be mastered
by the managers. The art of HRM begins with selection and
induction techniques to skill analysis, creating learning
opportunities, motivational gambits, management of people,
resource and performance and ends with development and
rewarding of employees for post retirement employment.

The importance of HRM is being increasingly realized in
Indian Railways also. This realization has come about because of increasing complexity of the task of managers and administrators in this sector also. As it effects other sectors, Railway management also faces the problems of getting the competent and relevant persons and retaining them keeping up their motivation involved and helping them to continuously grow and continue their best to the organization, etc. With the change in the social climate, values and norms changes are also seen in the employees enjoying the organization today. Their expectations are different, they are certainly more competent and more informed than employees were in the past. While these can be great assets to the organization, they became problem if the organization is not able to manage human resources properly. This applied to the Indian Railways also.

The accompanying thesis analysis to provide facts of both academic and applied significance for Railway authorities, Government Labour Unions, social and political workers and Intellectuals to user an era of prosperous management and development of Railway friendly to economic and social uplift of prosperity in the country.

(AKANSHA DIXIT)