CHAPTER 8

FINDINGS AND CONCLUSIONS

The Indian Railways constituted the single largest nationalised undertaking with over 15.83 lakhs of employees on their payrolls performing an infinite number of jobs. Majority of the Railway employees belong to a group what is generally known as the working class. These consist of porters, gangmen, pointsmen, cleaners, sweepers, water men, workshop employees, Labour employed in mines, locomotive sheds, train examining depots, ferries and on the maintenance of the permanent way. In fact, the railway administrations are the largest employers of organized labour in India and their working policy as regards wages and other terms of employments reacts to some extent on industrial labour conditions from the country. It is on the coordinated Labour of these employees that the proper and efficient running of railways rests. As a model employer of such a large personnel, the Government railways have to perform a dual role. Firstly, being a public utility concern, railways have to ensure that the efficiency of the staff is kept at a high-level so that they are able to render to public the service expected of them. Secondly, as an employer, they have to see that just and humane conditions of work are secured to the workers, that right type of personnel is recruited for the Railway service, that they are given the proper training and that a sense of discipline is maintained among them. Thus the problems which confront the Railway management today are
manifold, but in the ultimate analysis it is the human factor upon which most attention must be directed.

This is a macro study of the labour problems in South Central railway, wherein Hubli Division was taken for the case study purpose, out of the five zones in the South Central Railway. In all there are four groups of employees viz., Group ‘A’, Group ‘B’, Group ‘C’ and Group ‘D’ - in Indian Railways. For the purpose of study only group ‘C’ and group ‘D’ employees had been concentrated. The selected division has been divided in three major work groups like open line, workshop and construction. The present study concentrated on Group ‘C’ and ‘D’ employees of open line section only. There are 14540 Group ‘C’ and ‘D’ employees in open line section. For the study purpose out of the total number of employees said above, 130 Group ‘C’ employees and 120 Group ‘D’ employees - which makes a total of 250 employees - had been selected for intensive study.

Major Findings of The Study:

The major findings of the study are as follows:

✓ Group ‘D’ attracts more of male employees because of nature of work and continuous work.

✓ More number of rural workers are attracted towards group ‘D’ employment because of higher wages and permanent employment.
✓ Educational level of group 'C' workers is higher than that of group 'D' workers. As group 'C' appointment is made through RRBs, education higher than SSLC is a must.

✓ Most of the group 'C' employees are recruited through RRBs and group 'D' employees are appointed directly or on compassionate grounds or through recommendation.

✓ More number of group 'D' employees say that RRBs should not be there in the recruitment body.

✓ The present work allotted to the employees has got either very less or no relation to their aptitudinal level.

✓ Group 'D' employees want union leaders' representation in the local recruitment body.

✓ The training programmes conducted for the group 'C' and 'D' employees of Hubli division are outdated. Hence they have to be modified.

✓ Most of the employees want to have computer education in the training programmes.

✓ The present promotion criteria followed in the division is quite successful.
✓ Trade unions play a supportive role in providing promotion by speeding up the process.

✓ The present wages of the employees in Hubli division, in some cases, are quite adequate but in most of the cases they are inadequate to meet the social requirements.

✓ Trade unions play a very active role in providing better wages.

✓ Labour-Management relations have not changed to a great extent in the division in the past ten years.

✓ Inter-union and intra-union rivalry is prevailing in Hubli division.

✓ Local managements and local unions can be responsible in promoting harmonious industrial relations.

✓ The delinquent employees in most of the case are issued a charge-sheet which has not got any serious impact on his/her behaviour.

✓ Majority of the workers opine that workers’ participation in management leads to better industrial relations and higher productivity.

✓ The main issues of strikes in the division are fulfilment of economic and social needs and ensuring of work security.
✓ To ward-off a strike situation either of the following measures have to be followed, call the leaders for a discussion or management should ask for a time period to think over the issue.

✓ Housing facility is provided to some employees only and it is quite satisfactory.

✓ Maintenance of parks and grounds is not satisfactory.

✓ Educational facilities, sport facilities, medical facilities are quite adequate in Hubli division.

✓ The management should not take more than three months time period to provide compensation to the required employees.

✓ Trade unions play a supportive role in providing compensation to the employees.