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**A STUDY ON THE HUMAN RESOURCE RESPONSES IN AN EXISTING
ORGANISATIONAL CLIMATE OF SOUTHERN RAILWAYS CENTRAL
WORKSHOP, GOLDEN ROCK, TRICHY.**

P-2039

SUMMER PROJECT REPORT

Submitted to the
Faculty of Management Sciences, Anna University
in partial fulfillment of the requirement
for the award of the degree of

MASTER OF BUSINESS ADMINISTRATION

by

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October 2006


**DEPARTMENT OF MANAGEMENT STUDIES
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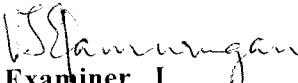
BONAFIDE CERTIFICATE

Certified that this project titled "A STUDY ON THE HUMAN RESOURCE RESPONSES IN AN EXISTING ORGANISATIONAL CLIMATE OF SOUTHERN RAILWAYS CENTRAL WORKSHOP, GOLDEN ROCK, TRICHY" is a bonafide work of Mr.K.S.PRAGADEESH (71205631037) who carried out this research under my supervision. Certified further that to the best of my knowledge the work reported herein does not form part of any other project report or dissertation on the basis of which a degree or award was conferred on an earlier occasion on this or any other candidate.


Mr. V.S. Elamurugan
Faculty Guide


Prof. S. GANESAN
Director

Evaluated and viva-voce conducted on.....17-11-06.....


Examiner I


Examiner II

DECLARATION

I. hereby declare that this project report entitled as “*A study on the human resource responses in an existing Organizational climate of Southern Railways Central Workshop, Trichy*”, has been undertaken for academic purpose submitted to Anna University in partial fulfillment of requirements for the award of the degree of Master of Business Administration. The project report is the record of the original work done by me under the guidance of Mr. V.S.Elamurugan during the academic year 2006 – 2007.

I, also declare hereby, that the information given in this report is correct to the best of my knowledge and belief.

Place: Coimbatore



(K.S.PRAGADEESH)

Date : 17-11-2006



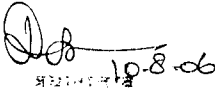
BASIC TRAINING CENTRE
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TRICHY - 620 004

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during the period from 13.07.2006 to 05.08.2006

The particulars of training undergone are as under:

Attendance : Regular
Progress of Training : Good
Conduct : Good
Certificate No. : 417 / 2006 / M

Basic Training Centre
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CENTRAL WORK SHOPS GOLDEN ROCK
TRICHY - 620 004


10-8-06
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PONMALAI

First and foremost objective is to pay rich dividends to The Almighty for having stayed before and besides me showering all sorts of blessing for me to complete this work, which is the part and participle of our curriculum.

I wish to express my deep gratitude to Prof. Joseph V. Thanikal- Principal, KCT for his guidance and encouragement to complete my project work.

I wish to express my sincere thanks to Prof. S. Ganesan-Director, KCT Business School, for his continuous encouragement throughout my project.

I owe my heartfelt gratitude to Mr. V.S.Elamurugan, KCT Business School, for his help and valuable guidance given to me through out my project.

I wish to acknowledge my sincere thanks to Shri.S.Rengarajan, Chief Workshop Manager for granting me permission to undertake my project work in his esteemed organization.

I extend my sincere gratitude to Shri.D.Jayaraman, Principal, BTC, Central Workshops for granting me permission to attend the training in the workshop and I am obliged to thank Shri.R.Shankar, JE1, Control Gear Section, for his valuable ideas and suggestions provided to me to complete this project.

Last but not the least, my sincere thanks to my friends and parents for their continuous support and encouragement without which the project could not have been a success.

The present title of the research is “A study on the human resource responses in an existing Organizational climate of Southern Railways Central Workshop, Golden Rock, Trichy”. The research focuses to study the social-demographic characteristics of the respondents, to determine the various welfare measures provided to the employees by the organization, to find whether the employees are aware of the various policies of the organization. The study focuses to find the factors, that the employees feel, are not properly provided by the management. It also gives the beneficial advantages provided by the organization to the employees. The research is done in a motive to increase or maximize human potentials.

The universe of the present study consists of all the employees working in the railway workshop which comprises of both administration and production department. 100 respondents are selected randomly from the DSL/POH Shop which constitutes the sample size for the present study. Thus simple random sampling was adopted to identify the sample size. The primary data is collected by structured questionnaire method. The secondary data was collected from the website, books, company manual and the project done by research scholars. The tool used for analysis is simple percentage technique.

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LIST OF ABBREVIATIONS

1	CWM	Chief Workshop Manager
2	DyCME	Deputy Chief Mechanical Engineer
3	DyCPO	Deputy Chief Personnel Officer
4	AWM	Assistant Works Manager
5	AMM	Assistant Material Manager
6	APO	Assistant Personnel Officer
7	AAO	Assistant Administrative Officer
8	SrSE	Senior Section Engineer
9	SE	Section Engineer
10	JE	Junior Engineer (Grade 1,2 & 3)
11	SrTech	Senior Technician
12	EIKH	Electrical Khalasi Helper
13	ELK	Electrical Khalasi
14	DSL	Diesel
15	POH	Periodical Overhauling
16	ISO	International Standardization Organization
17	BG	Broad Gauge
18	MG	Metre gauge
19	LOCO	locomotives
20	IOH	Internal Overhauling
21	LAN	Local Area Network
22	RDBMS	Relative Database Management System

Chapter 1

Introduction

It is the sum total of inherent abilities, acquired knowledge and skills represented by the talents and aptitudes of the employed persons who comprise of executives, supervisors, the rank and the file employees. It may be noted here that human resources should be utilized to the maximum possible extent, in order to achieve individual and organizational goals. It is thus; the employee performance is to a large extent influenced by motivation and job satisfaction.

The findings of several studies reveal that females in general have more job satisfaction than males. The reason behind it is females have low aspiration and expectation than males and they have less economic burden. So they are easily satisfied in their jobs compared to their male counterparts.

The studies conducted by Morse (1953) reveals that workers of the higher age group have more job satisfaction than the younger workers. But other studies do suggest that there is very little relationship between age and job satisfaction. As per Morse's findings when the number of dependents in a family increase job satisfaction decreases and vice versa. However Sinha (1973) did not find the effect of family and dependents on job satisfaction. Hence, without further research on this problem no definite view can be given on the relationship between job satisfaction and the number of dependents in the family.

A number of contrary findings have been obtained regarding the relationship between job satisfaction and educational levels. The findings of Morse study indicates that employees who could not pass middle school examinations have greater job satisfaction than more educated employees. Research findings of Watson (1939), Slidon and Watson (1940), Mohanty (1981) have thrown light on the importance of salary as a determinant of job satisfaction. From these findings, it implies that salary is not an important cause of job satisfaction. The role of pay in job satisfaction cannot be denied because helping one to live and exist; money gives social status, prestige and a sense of security. Nevertheless, the management has over emphasized its role.

Suitable working condition improves the attitude and morale of the workers and contributes to the feeling of satisfaction in work. Watson and Seidman (1941) found that working condition is the 3rd cause for job satisfaction. Every worker genuinely wants to be accepted by his co-workers and desires congenial interpersonal relationships with

findings of Watson (1939) has found that morale of the concerned workers increase when the jobs require responsibility. Employee satisfaction and performances are significantly determined by work environment. Therefore organizations should always strive for maintaining a satisfactory level of work environment. Employee growth and satisfaction with the job, and individual productivity are influenced by the overall climate in the organization

Stress is the result of any emotional, physical, social, economic, or other factors that require a response or change. It is generally believed some stress is okay but when stress occurs in amounts that you cannot handle, both mental and physical changes may occur. Some of the factors of stress are workload, pace/variety/meaningfulness of work, autonomy, shift work/ hours of work, physical environment and isolation at workplace. Lower stress leads to higher satisfaction in the work. There exists a relationship between job satisfaction and frequency of absence of employees. Absenteeism is inversely related to the level of job satisfaction. Job satisfaction produces a lack of will to work and this forces the employee to alternate from work as far as possible. When satisfaction is high, absenteeism is low.

The welfare measures also play a crucial role in the satisfaction of the employees. The organization must make sure it provides the best of the welfare measures to benefit the employees. This greatly improves the satisfaction and motivation of the employees. It also helps increase the worker's commitment and loyalty to the organization. The welfare measures includes the provision of hospital facilities to their employees and to their family, construction of schools to educate the worker's children, reimbursement of tuition fee and medical treatment undergone by the employee and their children, provision of loans to purchase vehicles and houses, etc.

The overall improvement of the quality of worker life can be improved by conducting training and development programmes. Training can effectively improve the skills of the work force. These programmes can identify the hidden talents of the employee. Monthly sessions can be conducted to create awareness among the members of the organization. Besides, improving the labor-management relation and bridging the gap between the employee and the management can increase the overall performance and satisfaction of the employees.

The present research undertaken is the about the “*The study on the human resource responses in an existing organizational climate of Southern Railways Central Workshops, Golden Rock, Trichy.*”

1.2 OBJECTIVE OF THE STUDY

- To study the social-demographic characteristics of the respondents.
- To determine the various welfare measures provided to the employees by the organization.
- To find whether the employees are aware of the various policies of the organization.

1.3 SCOPE OF THE STUDY

The study focuses to find the factors, that the employees feel, are not properly provided by the management. It also gives the beneficial advantages provided by the organization to the employees. This study can help the management to understand the needs and wants of the employees. The study can help the management to rectify its weakness, if any found during the course of the study, and improve the commitment of the employees towards the organization. The study also helps the employees to reveal what actually is involved in and around their work setting. It helps them point out the areas where the organization needs to improve, in order to increase the overall productivity of the organization.

1.4 RESEARCH METHODOLOGY

The business researches is a systematic method of analyzing, exploring the social life, in order to correct or verify whether the knowledge aids in the construction of a theory or in the part of an art.

1.4.1 Research Design

The research design stands for advance planning of the methods to be adopted for collecting the relevant data and the techniques to be used in the analysis. In general it constitutes the blue print for the collection, measurement and analysis of the data.

1.4.2 Descriptive Research

Descriptive research study includes surveys and fact finding enquiries of different kinds, which help the researchers to describe the present situation that makes the analysis about the effectiveness of the existing performance appraisal system.

1.4.3 Sampling Technique

The sampling design is to clearly define set of objects, technically called the population to be studied. This has a finite set of universe and the sampling design used in the study is probability sampling and the sampling technique used is 'Stratified Random sampling'.

1.4.4 Universe

The universe of the present study consists of all the employees working in the railway workshop which comprises of both administration and production department.

1.4.5 Sample size

100 respondents are selected randomly from the DSL/POH Shop which constitutes the sample size for the present study. Thus simple random sampling was adopted to identify the sample size.

1.5 TYPE OF STUDY

1.5.1 Pilot study

The researcher conducted a pilot study to have some preliminary information about the organization and to ascertain the feasibility of conducting such a studying their organization. During the pilot study, the researcher discussed the topic of the study with the staffs. This helps the researcher to formulate his interview schedule and clarify the objectives of the study.

1.5.2 Pilot testing

In order to test the validity of the questionnaire, the researcher conducted pre-test in the organization. The questionnaire was given to 5 employees to get their responses and it helps to make necessary alteration in the questionnaire.

1.5.3 Method of data collection

The primary data is collected by structured questionnaire method. The secondary data was collected from the website, books, company manual and the project done by research scholars.

1.5.4 Tools for analysis

The tool used for analysis is simple percentage technique.

1.5.5 Scoring procedure

The scoring procedure involves dichotomous scaling, that is the respondents have only 2 choices to answer the question i.e. YES and NO.

1.6 LIMITATIONS OF THE STUDY

- The study was conducted only for 100 respondents due to time constraint.
- The study was conducted for employees below the supervisory cadre (JE) since they form the majority of the organization.
- The responses given by the 100 respondents are considered as the responses from the whole organization.

CHAPTER I: Deals with the background, Objectives, Scope, Research methodology and limitation of the study.

CHAPTER II: Gives an idea about The Goldenrock Workshop, its management, various organizational policies, product profile and competitive strengths of the organization.

CHAPTER III: Is about the macro-micro analysis of the railway industry and their contribution to Indian economy.

CHAPTER IV: Is the analysis and interpretation based on the data collected from the respondents.

CHAPTER V: Gives the findings and suggestions to the prevailing organizational climate based on the function of the study.

Chapter 2

Organization Profile

Goldenrock, Tiruchirapalli. A brief description of the organization is given below.

2.1 HISTORY OF THE ORGANIZATION

The central workshop is situated in the Golden Rock, 4 km from Trichy Junction, which was constructed during the year 1926. The workshop was initially started at Nagapattinam, a port town in East Coast, in order to cater the increasing needs this workshop was shifted to Golden Rock.

The workshop is a well designed and constructed workshop compiled with mixed gauge tracks like Metre Gauge, Narrow Gauge and Broad Gauge to carry out repairs of different kinds of Railway Rolling stock. This workshop has a proud history and even assisted the Royal Air force in repairing Fighter Air-Crafts during the Second World War.

The workshop has celebrated its Platinum Jubilee Celebration (75th year) during December 2003. Golden Rock workshop is the first of its kind amongst the repair workshops of Indian Railway, which got the ISO: 9001 certificate during the year 1996.

2.2 STATISTICAL INFORMATION ABOUT GOLDEN ROCK WORKSHOPS

General:

Year built: 1926-1928

Total area: 200 acres

Covered area: 26 acres

Track length: 67 kms

No. of quarters: 3802

Water supply/day: 25000 k lit

Electrical energy: 27300 units/day

Number of machinery/plant: 1269

Mechanical	4940
Electrical	591
Stores	660
Personal & Railway School	172
Accounts	244
Total	6607

2.3 MANAGEMENT

The management is headed by the Chief Workshop Manager. There are about 7000 employees working for the organization. The management has formulated various policies which are briefly described below.

2.3.1 Quality policy

“To achieve excellence in quality of products and services and strive for customer satisfaction through continual improvement”

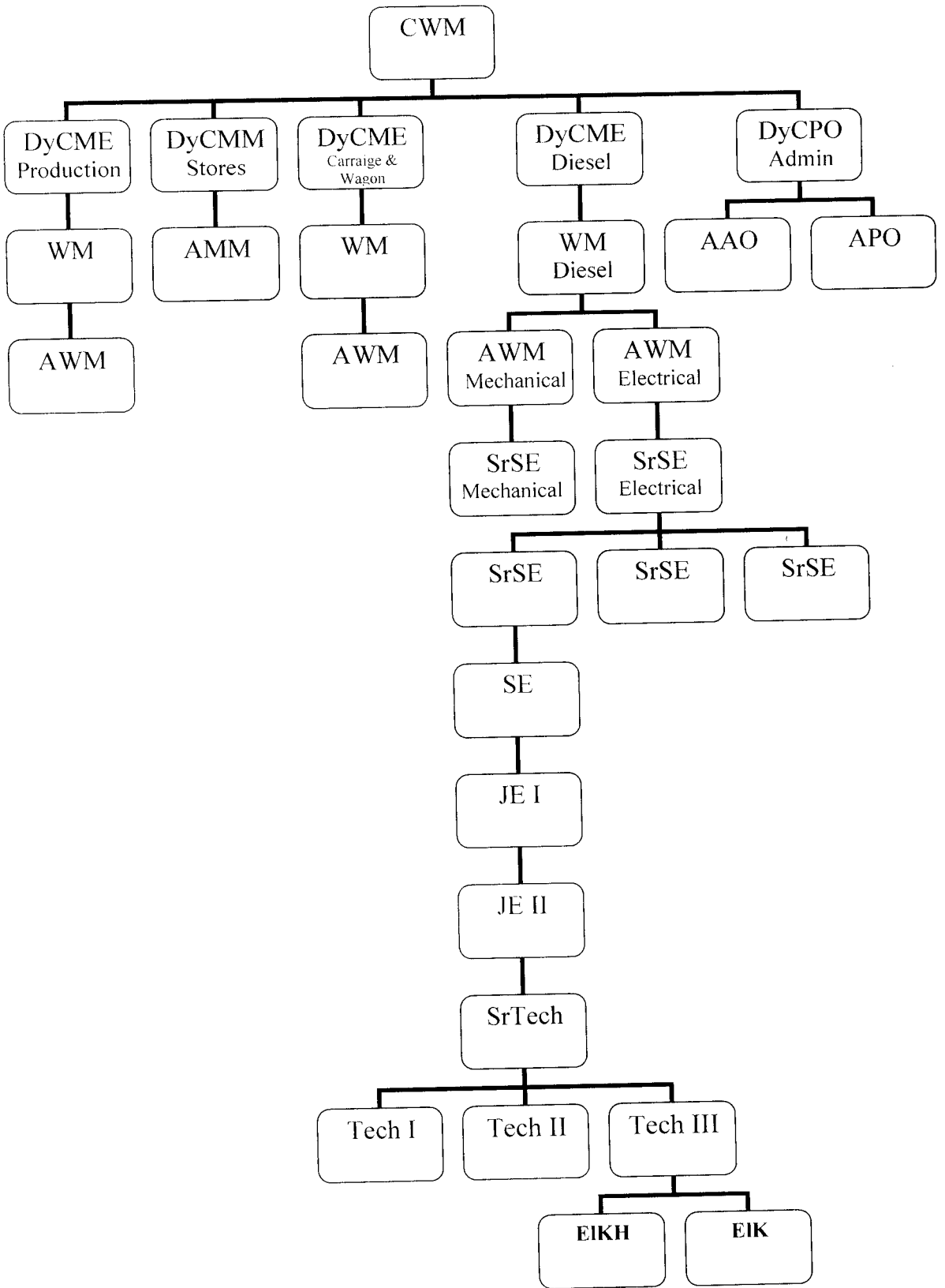
2.3.2 Safety policy

“The occupational safety, health and environment are basically essential for our functions like quality and production having active participation from all employees and their family members with the aim of minimizing deterioration and losses of precious resources of men, machine and materials as also product safely”

2.3.3 Software development:

The workshop has a well-established computer center with LAN connectivity to all shop floors and has a computer based management information system. RDBMS application software WISE (workshop information system) has been developed with oracle 8i. developer 2000 and has the unique facility of data feeding through both graphical and character based terminals that can accommodate any product mix.

- Erecting shop
- Diesel shop
- Wheel shop
- Traction motor shop
- Under truck shop
- Boiler shop
- Engine block reclamation shop
- Fabrication & smithy shop
- Tool room shop
- Electrical miscellaneous shop
- Electrical millwright shop
- Mechanical millwright shop
- Machine shop
- Carriage repair shop
- Carriage body shop
- Wagon repair shop
- Wagon body shop
- Wagon component shop
- Wagon assembly shop
- Bogie repair shop
- Cylinder liner plating shop
- Coil manufacturing shop
- Heavy electrical repair shop
- Electrical & Electronics lab
- Steel yard
- Saw mill
- Fire service block
- Basic training center
- Admin block



2. Construction of all types of new prototype wagons
3. POH of MG wagons
4. Hard chrome plating of diesel engine cylinder liners
5. Manufacturing & rewinding of armature of diesel LOCO's
6. POH of X-class stream LOCO's
7. Conversion of condemned wagon as Hopper wagon
8. Construction of Locomotive Boilers
9. POH of 16 & 32 Axle Public Unit Wagon
10. Rolling Stock Program (RSP)- Rebuilding of over aged MG coaches
11. POH of steam cranes
12. Reclamation of Diesel Engine Blocks
13. MG- Electrical Multiple Unit & coaches heavy repair

2.6 FUTURE PLANS OF THE ORGANIZATION

- Stepping up Periodical overhauling of air-conditioned coach from present level of 4 to 10 per month.
- Conversion of Traction Motor Suspension bearing to Roller bearing getting order under Rolling Stock Programme
- ONLINE capturing of data related to all the activities of Rolling Stock Maintenance carriage, Diesel Locomotive and Machinery and plant.

2.7 COMPETITIVE STRENGTH OF THE ORGANIZATION

The employee strength is a major criterion for the performance of the organization. The Indian Railways manufactures a lot of its rolling stock and heavy engineering components. Golden Rock workshop is the first of its kind amongst the repair workshops of Indian Railway, which got the ISO: 9001 certificate during the year 1996. Recent approaches of African countries for the servicing of their locomotives is an advantage to the organization.



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Year	Achievements
1926	Foundation stone laid by Mrs.R.P.Munro on 20.10.1926
1928	Steam loco, coach and wagon POH activities commissioned
1962	Wagon construction started
1966	Manufacture of improved ticket printing machine
1969	Diesel locomotive POH started
1976	Heavy electrical repair shop commissioned
1977	Cylinder liner plating shop started
1979	Coil manufacturing shop commissioned
1985	Workshop modernization started
1986	Steam loco POH activity closed
1987	System development group started
1988	Engine block reclamation shop commissioned
1989	Computer center inaugurated
1991	Motorized truck shop commissioned
1992	POH of BG coaches started
1993	Electrical telephone exchange commissioned
1993	POH of BG AC coaches started
1994	Silver jubilee of diesel loco POH celebrated
1995	New road transport shop commissioned
1996	Public sector unit locomotives POH under taken
1996	Member mechanic's Quality shield for best diesel shop in Indian Railways
1996	Afforestation programme started
1996	Obtained ISO 9002 for CLP,CMS,EBR shops(phase1)
1997	Obtained ISO 9002 for DSL,POH,HERS,WS,WP, SPRING section of CRS(phase2)
1998	ISO 9002 for carriage, wagon repair and production shops(phase3)
1998	Construction of BCCN-car carrier Wagons
1998	10 MG locos handed over to RITES for Tanzanian project
1999	10 MG locos handed over to Myanmar Railways

2001	Optic fiber cable laying and networking of GOC shops completed
2002	Release of RDBMS for ROLLING STOCK MAINTENANCE
2002	Silver jubilee celebrations of CLP shops
2002	Release of RDBMS application software (WISE version 4.0)
2002	Flagging off of 100 th PSU loco
2002	Won the award from member mechanic/railway board for refurbishing of coaches with crash worthy feature
2002	Won the 2 nd prize from hon'ble President for most crew friendly cab diesel locomotive competition at New Delhi
2002	Platinum jubilee celebrations inaugurated by Shri A.K.Moorthy, hon'ble MOSR
2003	Participated in the international railway equipment exhibition at New Delhi
2003	First rake of BLC wagon turnout from shops on 25 th March
2003	Effluent treatment plant CLP was commissioned
2003	Conversion of oil firing system to DHR loco. Trial run of first loco during July flagged off by MM/NDRB
2003	Obtained ISO 9001:2000 certification from Indian register quality systems by September
2003	Entire order quantity of 320 container flat wagons dispatched during 5BLLA/BLLB prototype wagons
2003	Air pollution control measures were included in both the blocks of CLP shop
2004	Introduction of group incentives scheme
2004	420 container flat wagons order in process
2006	5 locos serviced and exported to Sudan and Senegal respectively

Chapter 3

Macro-Micro Economic Analysis

Indian Railways (IR) is the state owned railway company of India. Indian Railways has a monopoly on the country's rail transport. It is also one of the largest and busiest rail networks in the world, transporting just under five billion passengers and almost 650 million tonnes of freight annually. IR is the world's largest commercial or utility employer, with more than 1.6 million employees. The railways traverse through the length and width of the country; the routes cover a total length of 63,940 km (39,230 miles). As of 2005 IR owns a total of 216,717 wagons, 39,936 coaches and 7,339 locomotives and run a total of 14,244 trains daily, including about 8,002 passenger trains. Indian Railways operates 8,702 passenger trains and transports around five billion annually across twenty-seven states and three union territories (Delhi, Pondicherry and Chandigarh). Sikkim is the only state not connected. A standard passenger train consists of eighteen coaches, but some popular trains can have up to 24 coaches. Coaches are designed to accommodate anywhere from 18 to 72 passengers, but may actually accommodate many more during the holiday seasons and on busy routes. The coaches in use are vestibules, but some of these may be dummied on some trains for operational reasons. Freight trains use a large variety of wagons.

The performance of Production Units during 2004-05, was as under:

- Chittaranjan Locomotive Works, Chittaranjan manufactured 90 BG electric locomotives including 22 state-of-the-art 3-phase 6000 HP electric locos.
- Diesel Locomotive Works, Varanasi produced 121 BG diesel locomotives including 15 indigenous high power 4000 HP GM locomotives. In addition, 4 diesel locomotives were supplied to Non Railway Customers.
- Integral Coach Factory, Chennai manufactured 1,119 coaches including 112 Electric Multiple Units (EMUs).
- Rail Coach Factory, Kapurthala manufactured 1,201 coaches including 77 light weight coaches with higher passenger comfort and amenities.
- Rail Wheel Factory, Bangalore produced 32,732 wheel-sets. It also manufactured 95,125 wheels and 49,502 axles. It sold products to the tune of Rs.18.39 crore to NCRs thus earning a profit of approx. Rs.173.69 lakh.

capacity to the extent of 3 to 4 additional coaches. DMW exported spares worth Rs.130.27 lakh to various countries

IR carries a huge variety of goods ranging from mineral ores, agricultural produce, petroleum, milk and vehicles. Ports and major urban areas have their own dedicated freight lines and yards. Many important freight stops have dedicated platforms and independent lines. Indian Railways makes 70% of its revenues and most of its profits from the freight sector, and uses these profits to cross-subsidise the loss-making passenger sector. However, competition from trucks which offer cheaper rates has seen a decrease in freight traffic in recent years. Since the 1990s, Indian Railways has switched from small consignments to larger container movement which has helped speed up its operations. Most of its freight earnings come from such rakes carrying bulk goods such as coal, cement, food grains and iron ore.

As per the 2006 budget, Indian Railways earned Rs. 54,600 crores (Rs. 546,000 million or US\$12,300 million). Freight earnings increased by 10% from Rs. 30,450 cr (US\$7,000 million) in the previous year. Passenger earnings, other coaching earnings and sundry other earnings increased by 7%, 19% and 56% respectively over previous year. Its year end fund balance is expected to stand at Rs. 11,280 cr (2.54 billion US\$). Around 20% of the passenger revenue is earned from the upper class segments of the passenger segment (the air-conditioned classes). The overall passenger traffic grew 7.5% in the previous year. In the first two months of India's fiscal year 2005-06 (April and May), the Railways registered a 10% growth in passenger traffic, and a 12% in passenger earnings.

An Indian railway suffers from deteriorating finances and lacks the funds for future investment. Last year, India spent \$28 billion, or 3.6% of GDP, on infrastructure. China, by comparison, spent \$201 billion, or 9% of GDP.

Chapter 4

Analysis & Interpretation

Table: 4.1

Distribution based on age

Age group (years)	Number of Employees	Percentage
Below 25	5	5
25-35	14	14
36-45	21	21
46-55	47	47
Above 55	13	13

Inference:

From the above table, it is inferred that 5 % of the respondents are below 25 years, 14% of the respondents are in the age group of 25-35 years, 21 % of them are in the age group 35-45, 47 % of them are in the age group of 45-55 and remaining 13 % of them are above 55 years.

Interpretation:

Thus majority of the respondents (47 %) are in the age group of 45-55 years.

Table: 4.2

Distribution based on gender

Gender	Number of Employees	Percentage
Male	92	92
Female	8	8

Inference:

From the above table, it is inferred that 92 % of the respondents are male, and remaining 8 % of them are female. Thus majority of the respondents (92 %) are male and few female respondents are there because of the nature of the work.

Interpretation:

Thus majority of the respondents (92 %) are male and few female respondents are there because of the nature of the work.

Table: 4.3

Distribution based on educational qualification

Educational qualification	Number of Employees	Percentage
SSLC	42	42
Higher Secondary/ Diploma	35	35
Degree	23	23

Inference:

From the above table, it is inferred that 42 % of the respondents are in the SSLC group. 35 % of them are in the Higher secondary/Diploma holders and remaining 23 % of them are Degree holders.

Interpretation:

Thus majority of the respondents (42 %) are SSLC holders.

Table: 4.4

Distribution based on salary

Salary range	Number of Employees	Percentage
Below 5000	15	15
5001-10000	59	59
10001-15000	23	23
Above 15000	3	3

Inference:

From the above table, it is inferred that 15 % of the respondents are earning below Rs.5000, 59 % of them are earning in the range Rs.5001-10000, 23 % of them are earning in the range Rs.10001-15000 and 3% of them earn above Rs.15000.

Interpretation:

Thus majority of the respondents (59 %) are earning monthly income in the range Rs.5001-10000.

Table: 4.5

Distribution based on service

Years of service	Number of Employees	Percentage
5-10	13	13
10-20	26	26
20-30	42	42
Above 30	19	19

Inference:

From the above table, it is inferred that 13 % of the respondents have 5-10 years of experience, 26 % of them have 10-20 years of experience, 42 % of them have 20-30 years of experience and remaining 19 % of them have more than 30 years of experience

Interpretation:

Thus majority of the respondents (42 %) have 20-30 years of experience, this shows their commitment to the organization.

Table: 4.6

Distribution based on dependents

Number of dependents	Number of Employees	Percentage
Below 2	15	15
2-4	58	58
Above 4	27	27

Inference:

From the above table, it is inferred that 15 % of the respondents have less than 2 dependents, 58 % of them have 2-4 dependents and 27 % of them have more than 4 dependents.

Interpretation:

Thus majority of the respondents (58 %) have 2-4 dependents to be taken care by them.

Table: 4.7

Distribution based on family type

Family type	Number of Employees	Percentage
Joint family	57	57
Nuclear family	43	43

Inference:

From the above table, it is inferred that 57 % of the respondents belong to joint family type and remaining 43 % of them belong to nuclear family type.

Interpretation:

Thus majority of the respondents (57 %) are following joint family system.

Table: 4.8
Distribution related to the work environment

Criteria	Yes	No	Percentage (yes)
Proper ventilation	84	16	84
Proper lighting	95	5	95
Air pollution	53	47	53
Noise pollution	63	37	63

Inference:

From the above table, it is inferred that 95 % of the respondents agree there is proper lighting, 84 % agree there is proper ventilation, 53 % agree there is air pollution in their work environment, 63 % agree there is noise pollution in their work environment.

Table: 4.9
Distribution of respondents to training programme

Criteria	Yes	No	Percentage (yes)
Satisfied	87	13	87
Modification required	73	27	73

Inference:

From the above table, it is inferred that 87 % of the respondents agree that they are satisfied with the training program, 73 % responded that there should be a modification in the current training programme.

Table: 4.10

Distribution of respondents to basic facilities

Criteria	Yes	No	Percentage (yes)
Proper toilets	95	5	95
Proper drinking water	86	14	86

Inference:

From the above table, it is inferred that 95 % of the respondents agree there are proper toilets in the work setting, 86 % agree there are proper drinking water facilities in the work setting.

Table: 4.11

Distribution of respondents based on the reasons for stress

Reasons	Number of employees	Percentage
Working conditions	11	11
Top management	22	22
Co-workers	41	41
Working hours	26	26

Inference:

From the above table, it is inferred that 11 % of the respondents agree stress arise due to working conditions, 22 % agree stress arise due to top management, 41 % agree stress arise due to co-workers, 26 % agree stress arise due to working hours.

Interpretation:

Thus the majority (41%) of the respondents agree that stress arise due to co-workers.

Table: 4.12

Distribution of respondents based on the results of stress

Results	Yes	No	Percentage (yes)
Poor performance	68	32	68
Accidents	57	43	57
Absenteeism	66	34	66

Inference:

From the above table, it is inferred that 68 % of the respondents agree stress leads to poor performance, 57 % agree stress leads to accidents and 66 % agree stress leads to absenteeism.

Interpretation:

Thus the majority (68 %) of the respondents agree that stress leads to poor performance and frequent absenteeism.

Table: 4.13

Distribution based on employee's interest

Interest	Yes	No	Percentage (yes)
Job rotation	91	9	91
Challenging jobs	93	7	93

Inference:

From the above table, it is inferred that 91 % of the respondents agree that they are interested in job rotation, 93 % agree that they are interested in challenging jobs.

Table: 4.14

Distribution of respondents based on other basic criteria

Criteria	Yes	No	Percentage(Yes)
Aware of quality policy	97	3	97
Follow 5S policy	82	18	82
Follow safety policy	100	0	100
Provided with safety equipments	100	0	100
Allowed to express complaints to superiors	90	10	90
Superiors motivate in a positive manner	85	15	77
Receive constant feedback	90	10	90
Provided with incentives/awards	98	2	98
Performance recognized by superiors	96	4	96

Chart 4.1

Distribution based on age

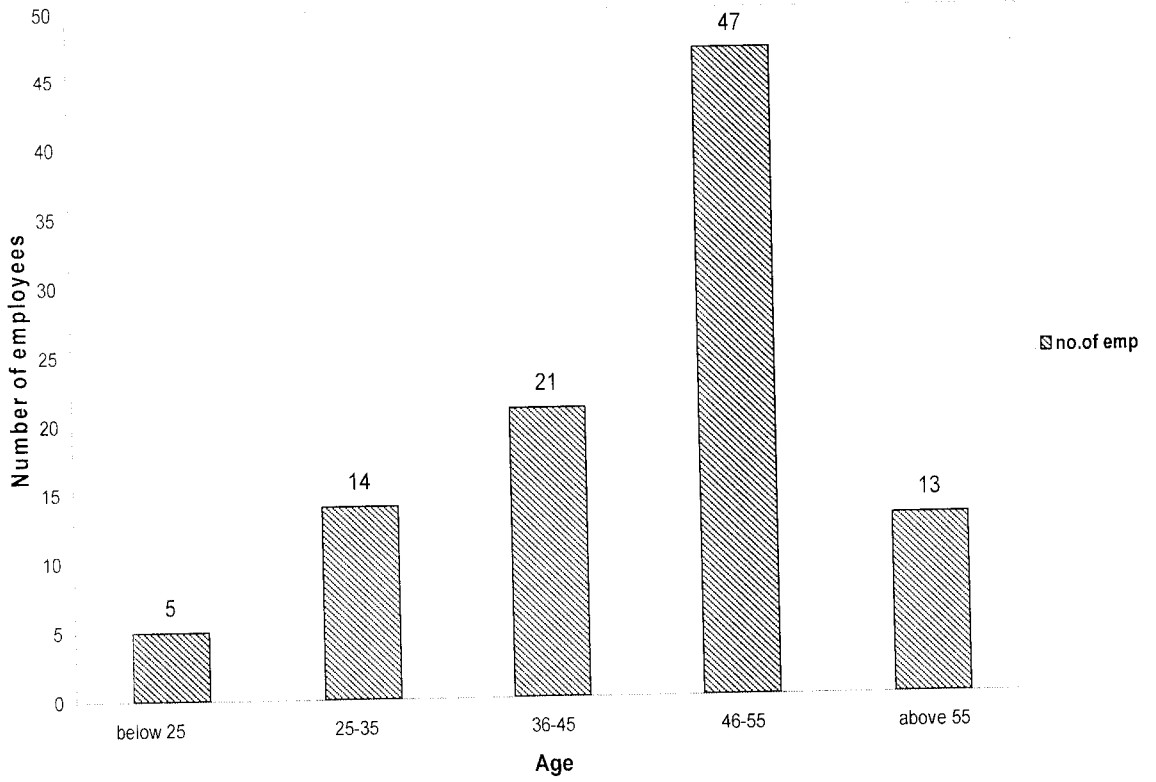


Chart 4.2

Distribution based on Gender

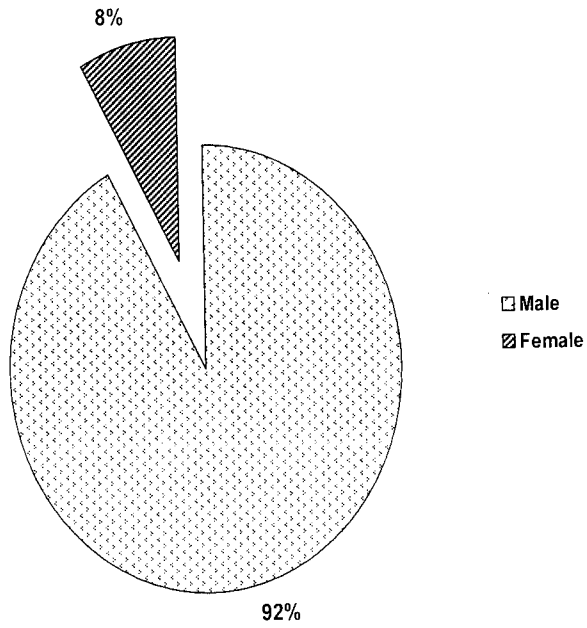


Chart 4.3

Distribution based on Education

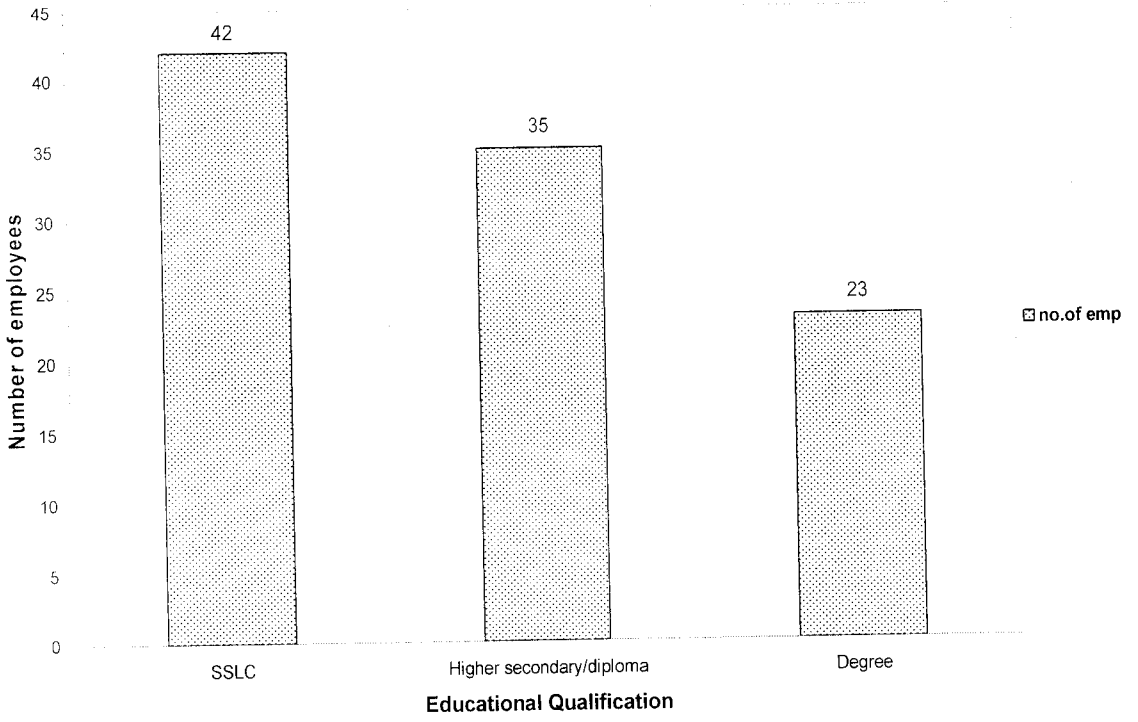


Chart 4.4

Distribution based on income

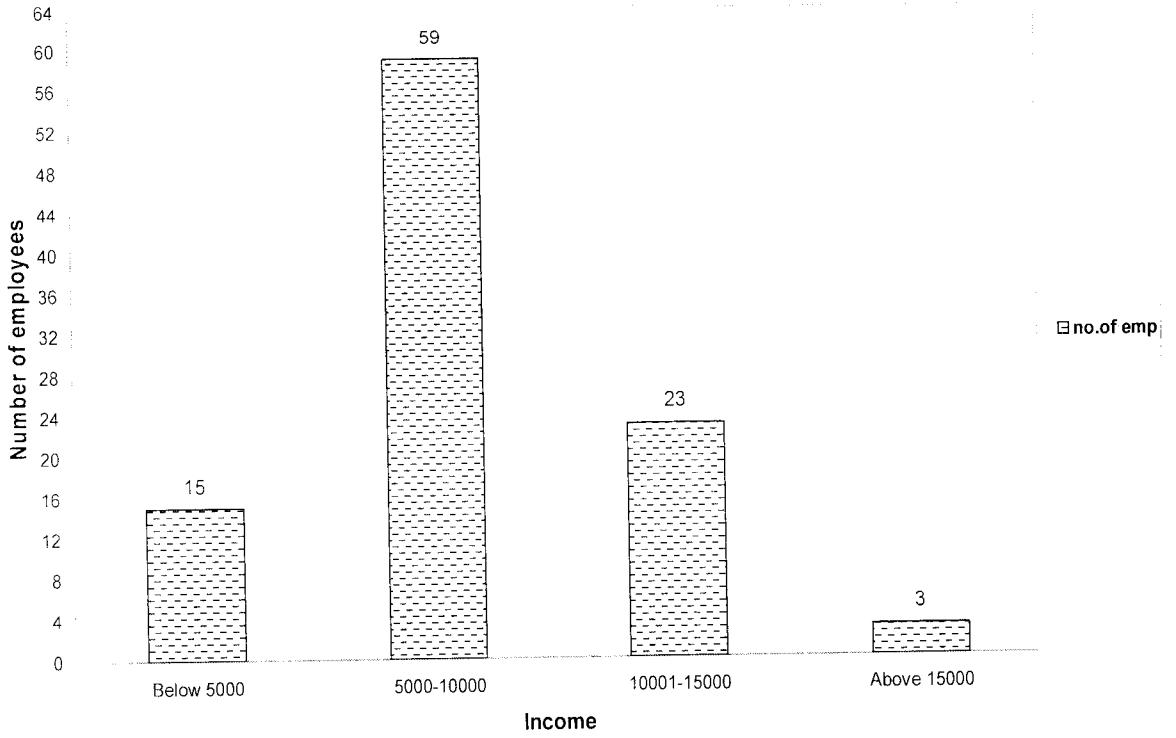


Chart 4.5

Distribution based on Service

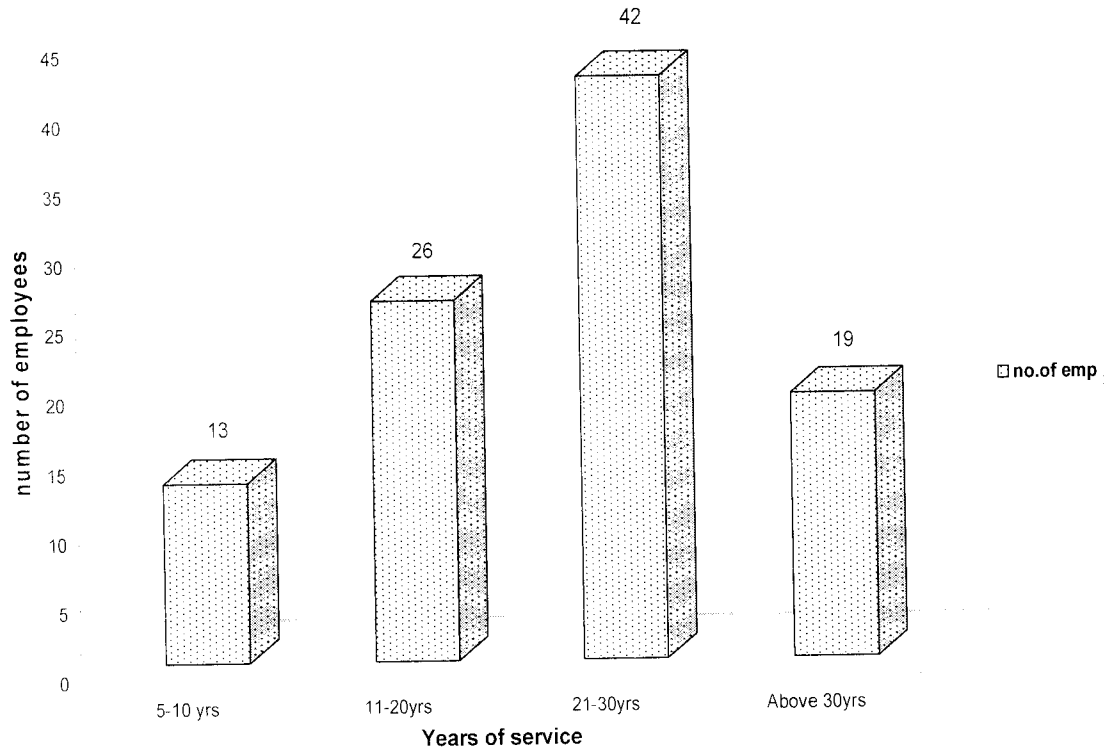


Chart 4.6

Distribution based on dependents

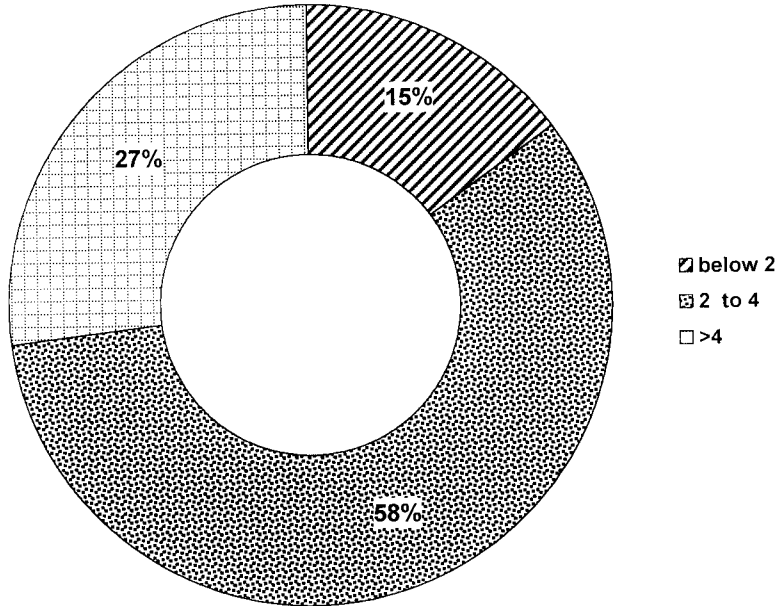


Chart 4.7

Distribution based on family type

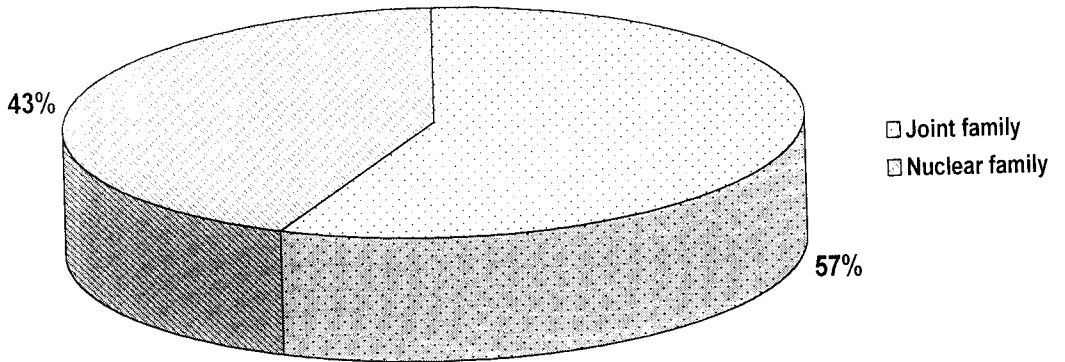


Chart 4.8

Responses based on ventilation & lighting

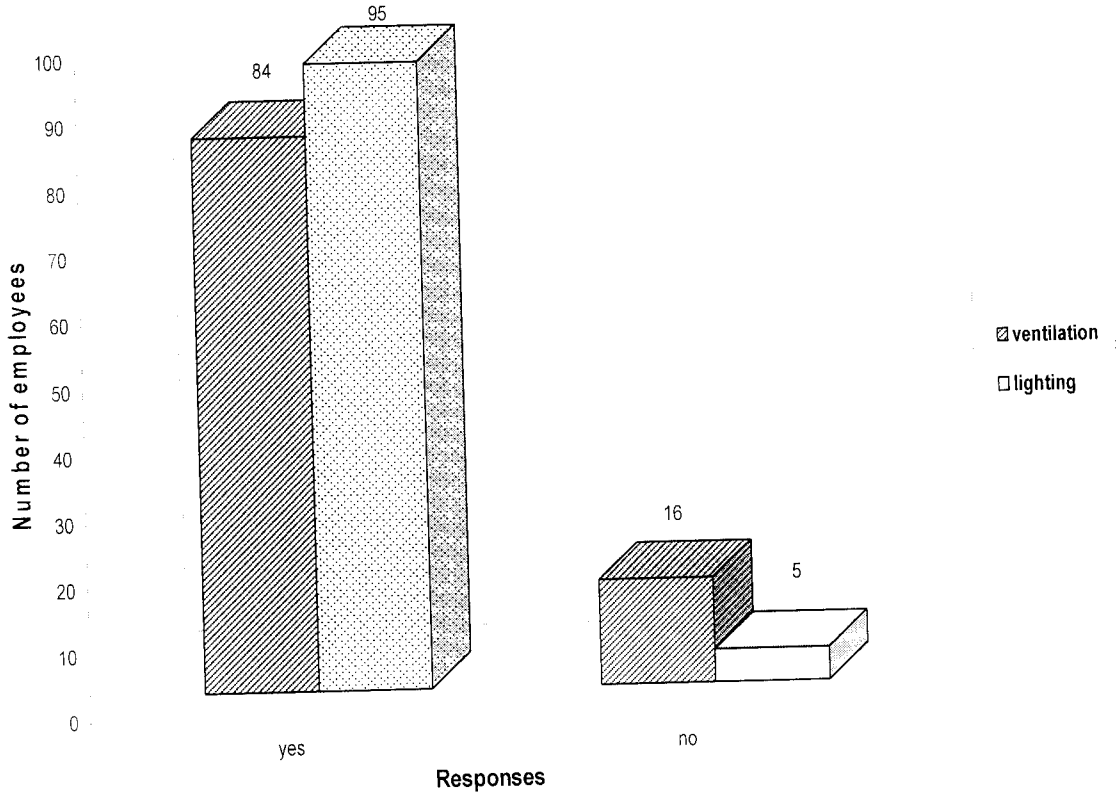


Chart 4.9

Responses for pollution in the work area

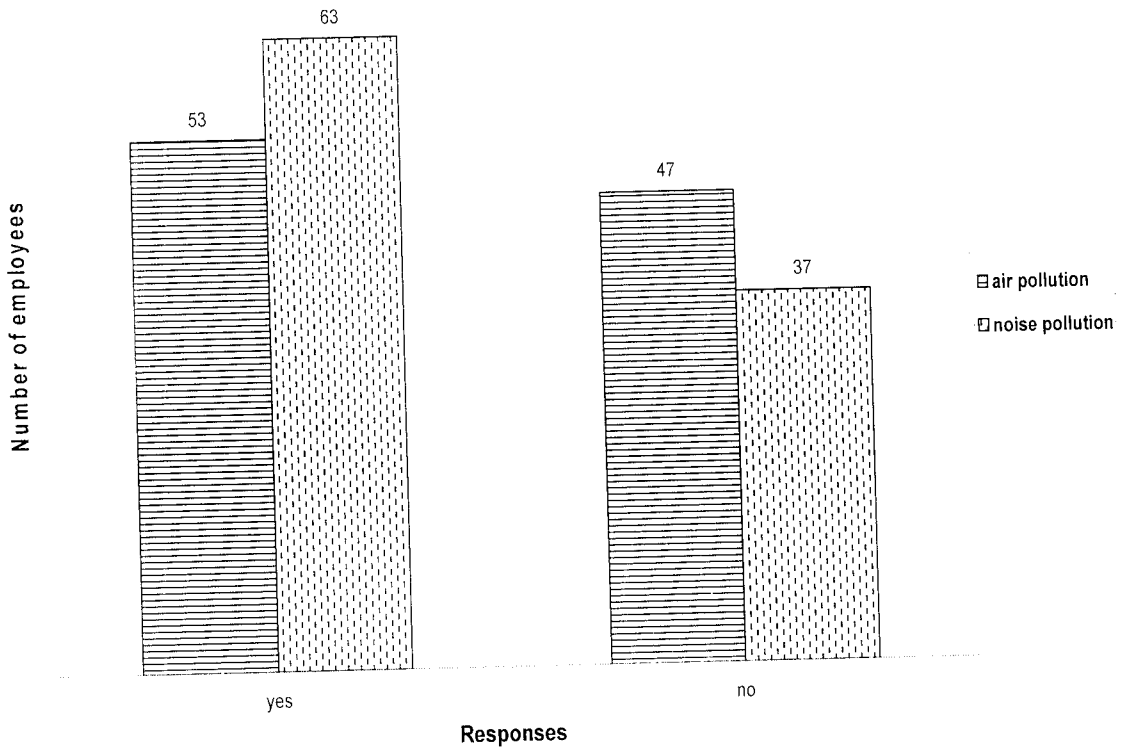


Chart 4.10

Does work environment affect job performance

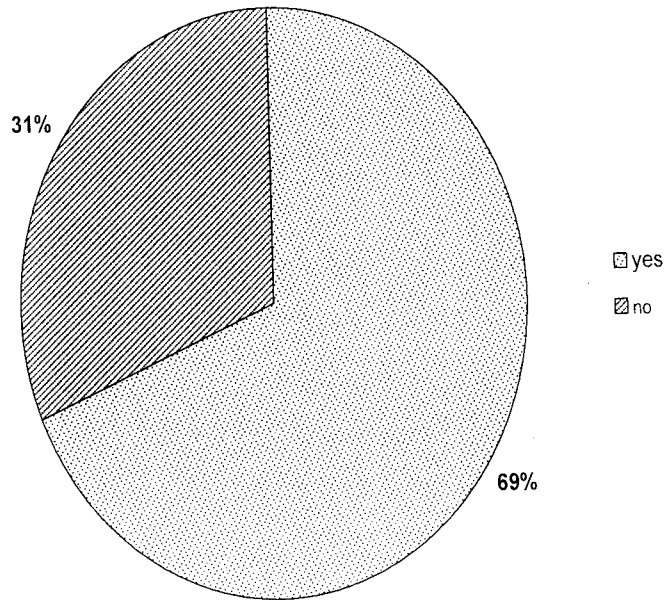


Chart 4.11

Responses to training programme

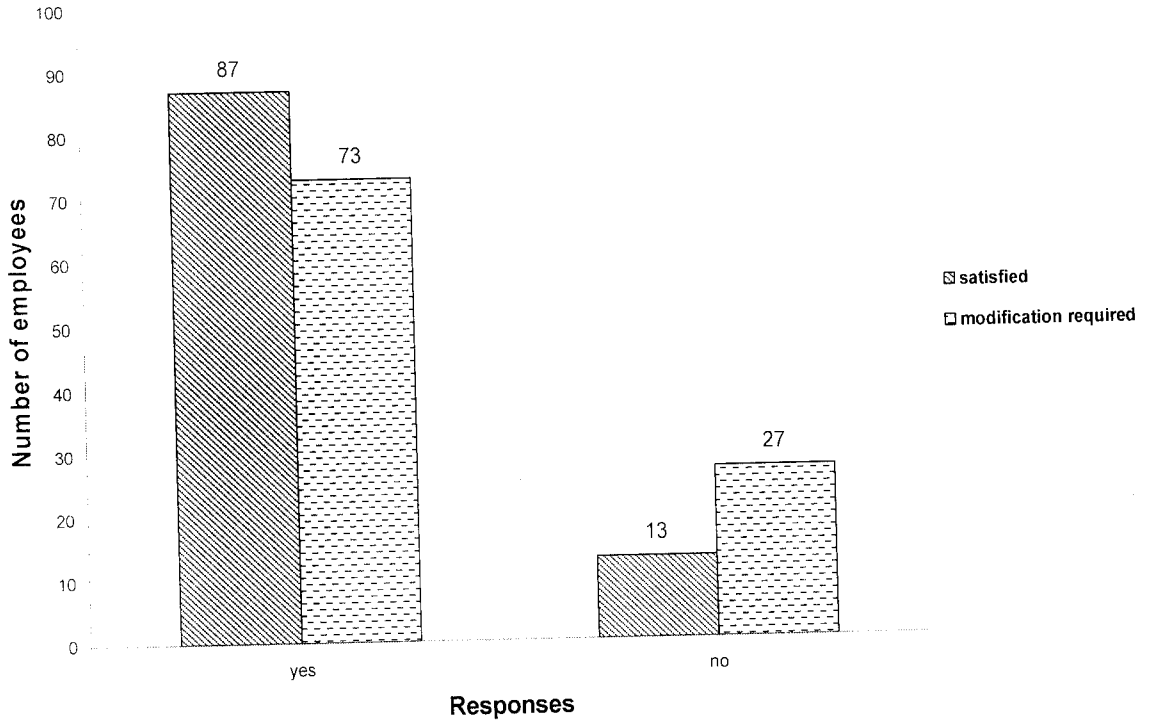


Chart 4.12

Are you allowed to attend training programs conducted outside the organization

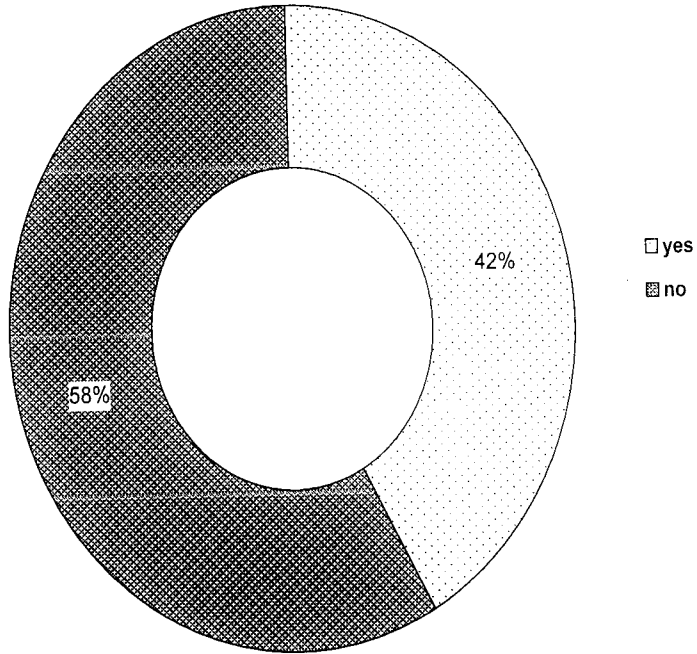


Chart 4.13

Responses to basic amenities

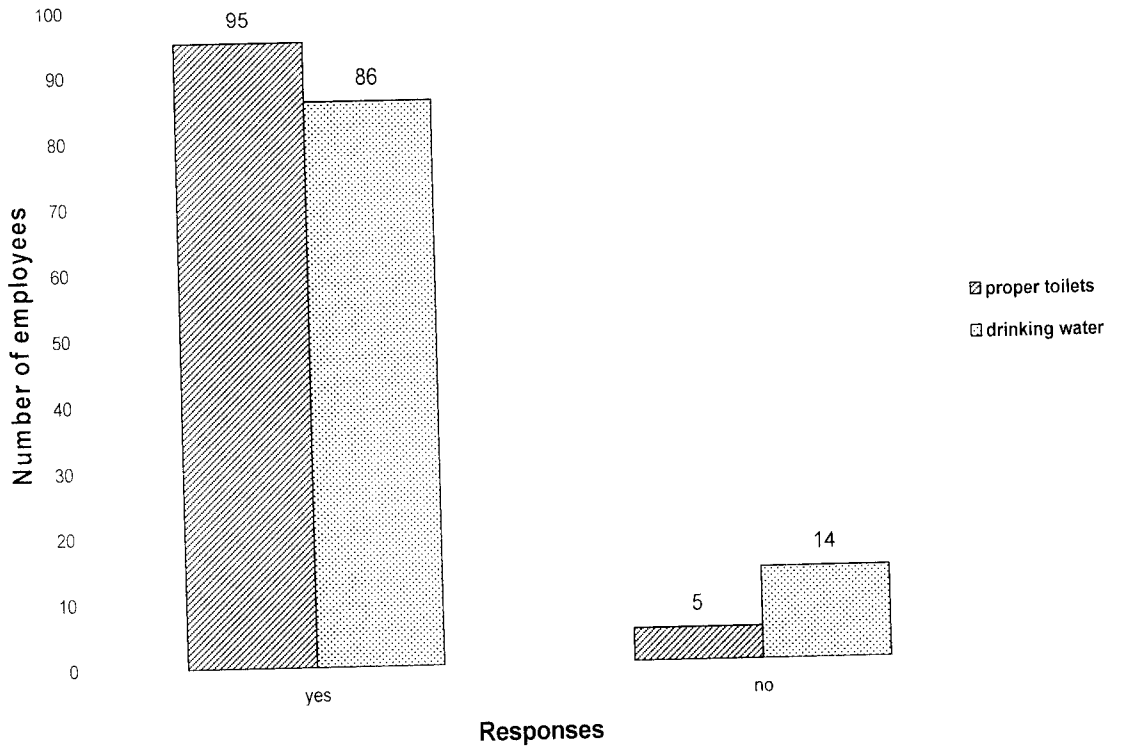


Chart 4.14

Do you experience stress in the work environment

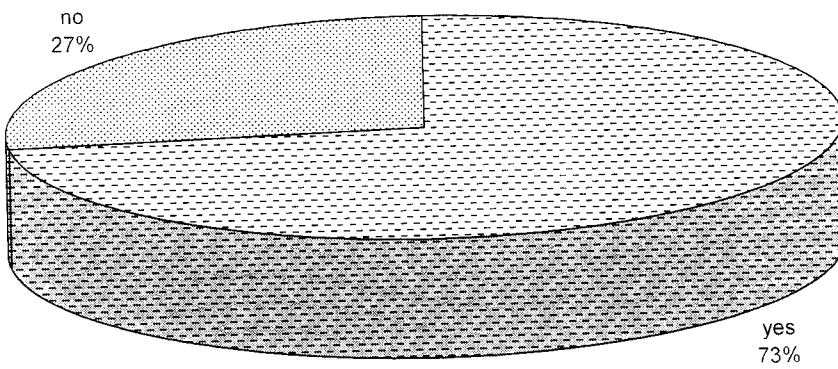


Chart 4.15

Does the organization conduct programs to overcome stress

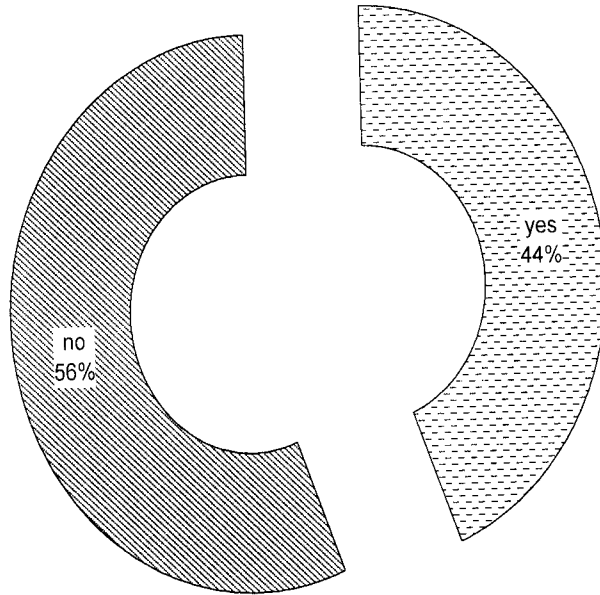


Chart 4.16

Reasons for stress

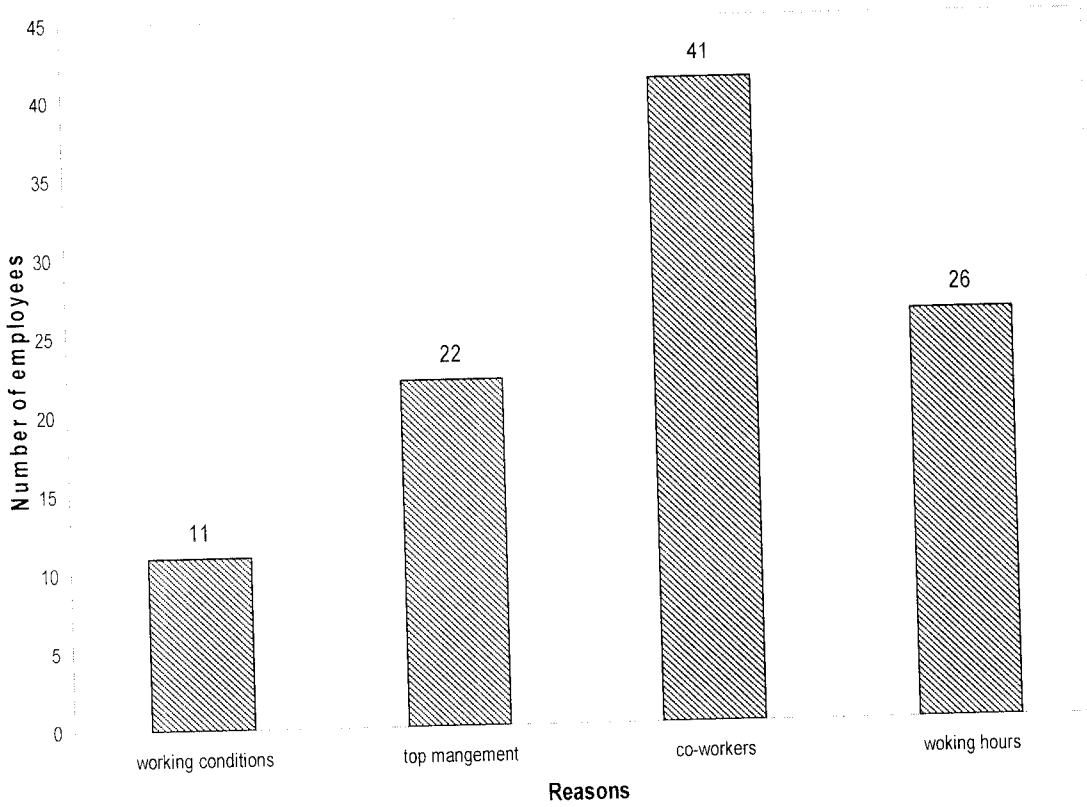


Chart 4.17

Results of stress

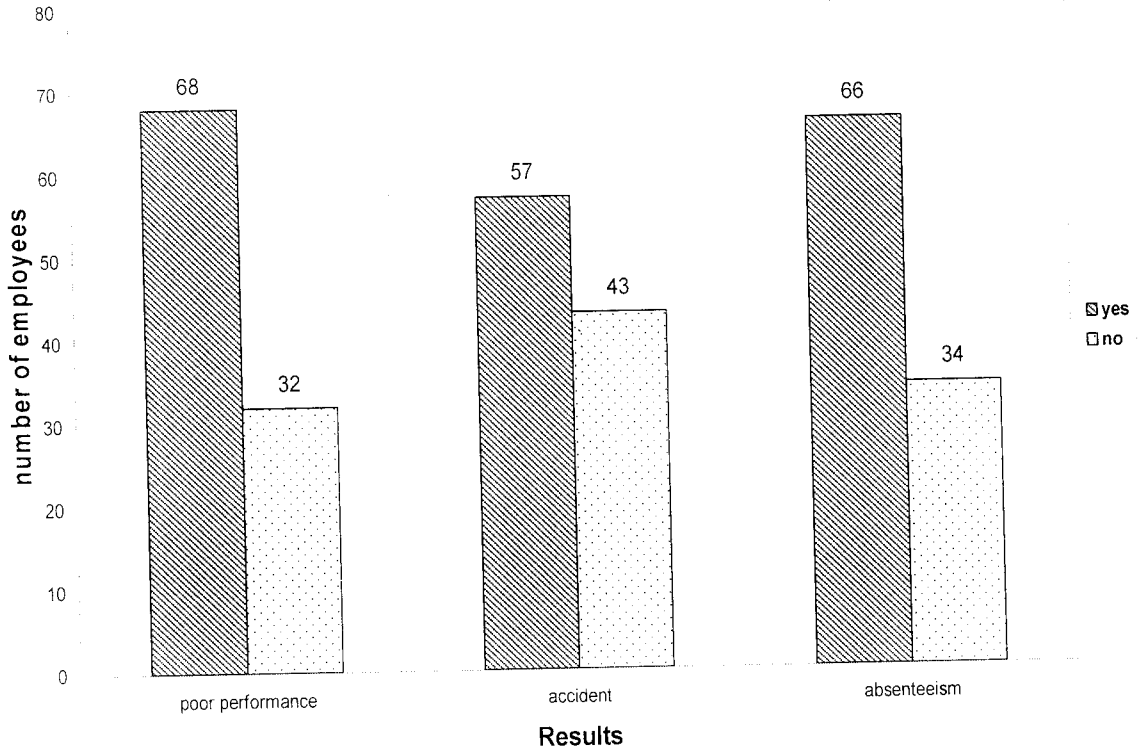
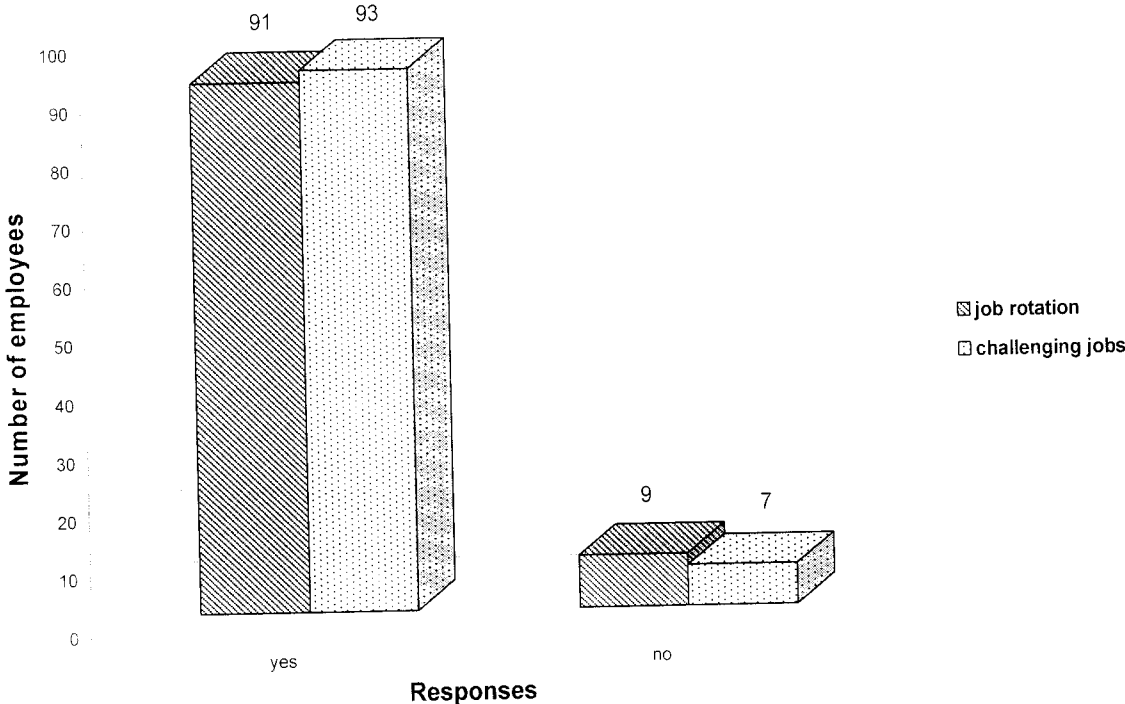


Chart 4.18

Employee's interest



Chapter 5

Conclusions

respondents

- Majority of the respondents (47 %) are in the age group of 45-55 years.
- Majority of the respondents (92 %) are male and only few female respondents are there because of the nature of the work.
- Majority of the respondents (42 %) are SSLC holders.
- Majority of the respondents (59 %) are earning monthly income in the range of Rs.5001-10000.
- Majority of the respondents (42 %) have 20-30 years of experience, this shows their commitment to the organization.
- Majority of the respondents (58 %) have 2-4 dependents to be taken care by them.
- Majority of the respondents (57 %) are following joint family system.
- All the respondents (100 %) have attended training programs.

5.1.2 Findings based on the job related data

- 95 % of the respondents agree there is proper lighting.
- 84 % agree there is proper ventilation.
- 53 % agree there is air pollution in their work environment.
- 63 % agree there is noise pollution in their work environment.
- 69 % of the respondents agree that job performance is affected by work environment.
- 87 % of the respondents agree that they are satisfied with the training program.
- 73 % responded that there should be a modification in the current training programme.
- 58 % of the respondents state that they are not allowed training programmes conducted outside the organization.
- 39% of the respondents state that the organization does not bring experts from outside the organization to take seminars.
- 95 % of the respondents agree there are proper toilets in the work setting.
- 86 % agree there are proper drinking water facilities in the work setting.
- 73 % of the respondents agree that they experience stress in the work area
- 11 % of the respondents agree stress arise due to working conditions.

- The majority (41%) of the respondents agree that stress arise due to co-workers.
- 68 % of the respondents agree stress leads to poor performance
- 57 % agree stress leads to accidents
- 66 % agree stress leads to absenteeism.
- 62 % of the respondents agree that they carry their personal stress to the work setting.
- 71 % of the respondents agree that they discuss the work stress with their family.
- 56 % states that the organization does not conduct programmes that teach to overcome stress.
- 91 % of the respondents agree that they are interested in job rotation.
- 93 % agree that they are interested in challenging jobs.
- 97 % of the respondents are aware of the quality policy of the organization.
- Only 82 % of the respondents agree that they follow 5S policy in the organization, remaining 18 % are unaware of the policy.
- 98 % of the respondents agree that their performances are credited with awards and incentives.
- 85 % of the respondents agree that their superiors motivate them in a positive manner.

Various suggestions are made based on the findings drawn

- Since majority of the employees feel that performance is affected by the work environment, the management should take necessary steps to provide a proper work environment to the employees.
- Since there is high noise and air pollution in the work area, the management can provide the employees with ear plugs and other required equipments in order to ensure health and performance of the employees.
- With regard to the training programmes, employee can be sent to attend training conducted outside the organization to increase their knowledge as well as their awareness towards the modern world.
- With regard to stress, management can conduct special classes or programmes to teach employees to overcome their stress.
- Since majority of the employees feel that stress arise due to co-workers, the management can conduct classes to increase interpersonal relations among workers.
- Since majority of the employees are ready to accept challenging jobs, they can be given special assignments or projects that will be useful to the organization.
- Since some of the employees are unaware of the facilities or schemes provided by the organization, the policies can be clearly communicated to the employees.

The present study examines the socio-demographic characteristics of the respondents and the various factors involved in the organization. The study helped the researcher to extract the culture and climate of the organization. It also helped the researcher to determine what effects these climates had on the performance of the employees.

The researcher has evaluated this study for 100 respondents working in the railway workshop by giving questionnaires directly to them. He has selected 100 respondents based on simple random sampling method. The data collected were analyzed for determining the employee's perception of the organization.

Based on the findings of the study a number of conclusions were drawn. Certain areas were identified where the management needs to concentrate or improve in order to increase the commitment of the employees and thereby the productivity of the organization. The study also indirectly puts forward some of the needs of the employees in front of the organization.

There are also areas where the employees are unaware of the facilities or schemes provided by the organization. Thus the policies should be clearly communicated to the employees such that they are made use at the highest and most beneficial manner. This study can be further expanded to maximize the human potentials.

organizational climate

Socio demographic characteristics

Name (optional): _____

Age: below 25 25-35 35-45 45-55 above 55

Gender: Male Female

Marital Status: Single Married

Educational Qualification:

SSLC Higher Secondary/Diploma Degree holder

Monthly Income:

Below 5000 5000-10000 10000-15000 above 15000

Number of dependents: 2 2-4 more than 4

Family: Joint family Nuclear family

Years of service: 0-5 5-10 10-20 20-30 >30

Number of training programs attended: _____

Name of the post holded: _____

Grade: _____

Working Environment

1. is your work environment considered as a clean environment
yes / no
2. do you clean your work area regularly
yes / no
3. is there proper ventilation
yes / no
4. is there proper lighting
yes / no
5. are there proper instructions placed on every process area
yes / no
6. is there noise pollution in your environment
yes / no
7. is there air pollution in your environment
yes / no
8. does your work environment involve any life threatening hazards
yes / no
9. are safety precautions followed in the environment
yes / no

yes / no

Training methods

1. are training programs conducted by the organization
yes / no
2. do you feel satisfied with the program
yes / no
3. is it helpful in increasing job performance and motivation
yes / no
4. are you allowed to attend training programs conducted outside the organization
yes / no
5. is there a training and development cell in the organization
yes / no
6. are training instructors technically sound and provide more knowledge
yes / no
7. do you attend programs with utmost sincerity
yes / no
8. should there be any modifications in the current training program
yes / no
9. does the organization bring outside experts to provide lectures and seminars
yes / no
10. is the training period allotted sufficient for gaining knowledge
yes / no

Welfare Measures

1. are there first aid measures in the work setting
yes / no
2. is there any school run by the organization to educate your children
yes / no
3. is there proper latrines and urinals near the work area
yes / no
4. is there proper drinking water facilities in the work area
yes / no
5. is there canteen facilities within the organization
yes / no
6. are hospitals/ medical facilities provided to you and your family
yes / no
7. are loans provided for home and vehicular purchases
yes / no
8. are bonuses provided during the festival seasons
yes / no
9. is reimbursements provided on children`s education and medical treatment undergone
yes / no
10. is there any insurance policies provided by the organization
yes / no

2. do you have your own methods to overcome these stress
yes / no
3. does the organization conduct programs to overcome stress
yes / no
4. stress arise due to ----- working conditions
top management co-workers working hours
5. does stress leads to poor performance
yes / no
6. do stress cause accidents in the work area
yes / no
7. do you carry your personal stress to the work area
yes / no
8. do you discuss your work stress with your family
yes / no
9. do superiors conduct counseling to relieve your stress
yes / no
10. do stress leads to absenteeism
yes / no

Union/ Association

1. is there a labor union/ association in the organization
yes / no
2. does the union put forth the requirements to the management on behalf of the employees
yes / no
3. does the union conduct regular meetings among the members
yes / no
4. does the union negotiate any bonus provisions with the management
yes / no
5. does the union insist on employee morale and conduct in the organization
yes / no
6. is the union leader elected through elections
yes / no
7. does the union work for the welfare of the employees
yes / no
8. is the union leader invited by the management for important decision making
yes / no
9. is it compulsory for every employee to be a part of the union
yes / no
10. do you really enjoy the privileges being a member of the union
yes / no

Job Satisfaction

1. are you satisfied with your current job
yes / no
2. are you interested in job rotation
yes / no

4. are you interested in taking challenging jobs
yes / no
5. at the end of a day's work are you satisfied of accomplishing that day's target
yes / no

Others

1. are you aware of the quality policy of your organization
yes / no
2. do you follow the 5S policy in your organization
yes / no
3. does the organization follow a safety policy
yes / no
4. are you provided with safety equipments
yes / no
5. does the organization act immediately when a worker is met with an accident
yes / no
6. does the organization have ambulance/ fire service within its premises
yes / no
7. are you interested in working over time to complete the required target
yes / no
8. are the holidays / leaves in a calendar year satisfactory
yes / no
9. do you want add some more holidays in the calendar year
yes / no
10. does the management take strict actions against frequent absenteeism
yes / no
11. are you allowed to freely express your grievances/ complaints to your superiors
yes / no
12. is there a grievance box in the work area
yes / no
13. do your superiors motivate you in a positive manner
yes / no
14. are the employees allowed to participate in important decision making
yes / no
15. are superiors willing to hear your valuable suggestions
yes / no
16. are you willing to take responsibilities
yes / no
17. do superiors have the faith in delegating responsibilities to the workers
yes / no
18. do you receive constant feedback from your superiors
yes / no
19. is your performance well recognized by the superiors
yes / no
20. are rewards/incentives provided by the management for your best performances
yes / no

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