



## INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE AND MANAGEMENT

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## AN EMPIRICAL STUDY ON EFFECT OF WELFARE MEASURES ON EMPLOYEES' SATISFACTION IN INDIAN RAILWAYS

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### ABSTRACT

Indian Railways are one of the biggest public sectors in the country and its employee's more than 13 lacs of people under different categories. It has separate department to deal with the employees' problems and tries to manage them effectively. From the very beginning of the industrial venture Employees has been an important factor of production. This paper is devoted to study on effect of welfare measures on employee's satisfaction in Indian Railways. Employees' welfare has acquired an important place in the modern commercial world. Even today no technical development has been able to undermine the place of labour in the industrial field. The main reason behind it is that Employees is the only active factor of production, which can employ other factor of production in the best possible manner. The main aim of the employees' welfare is to establish and maintain relationship at all levels of management by giving satisfactory conditions of employment, and also provide fairly for their requirement. The modern industrial welfare covers the entire gamut of activities undertaken to secure to the industrial worker an essentially human status, to make him a better citizen and to improve his efficiency and economic position. The Railways have done a lot in respect of providing welfare facilities for their staff. This paper shows the clear picture of satisfaction level of Railways employees through statistical tools.

### KEYWORDS

Indian Railways, Employees' welfare, Staff Benefit Fund, Workers' Education, Satisfaction level.

### INTRODUCTION

Employees' welfare has acquired an important place in the modern commercial world. The main aim of the employees' welfare is to establish and maintain relationship at all levels of management by giving satisfactory conditions of employment, and also provide fairly for their requirement. The modern industrial welfare covers the entire gamut of activities undertaken to secure to the industrial worker an essentially human status, to make him a better citizen and to improve his efficiency and economic position. The Railways have done a lot in respect of providing welfare facilities for their staff.

As Indian Railways is stressing towards improvement in quality and productivity, the Personnel Department of Indian Railways aims to play a critical role in building Railway as an efficient, responsive organization by recruiting ideal people, training them to face the challenges of the future, and serving the employees with dedication and commitment. In consonance with the ideals of a welfare state, the Railways have been pursuing a policy of progressively improving the working and living condition of their workers. Indian Railway's welfare schemes cover a wide spectrum of activities in areas of education, Medicare, housing, sports, recreation and catering.

### LITERATURE REVIEW

After proper spade work the researchers found that lot of work was done in the field of employees welfare in general but very little work has been done in reference to the employees of Indian Railways. Though the welfare schemes in the Indian Railways were given but they were not measured as such. Vijay Pereira (2009)<sup>i</sup> "Leadership next Research Study: Indian Railways", the 21st century has witnessed India undergo sweeping economic changes. Riding on a host of factors, India today stands at the cusp of becoming one of the top four economies in the world. A growth rate of over 8%, prior to the slowdown, was despite the inadequacies of infrastructure. Yet, one organization, which has shouldered the infrastructural burden of the transportation sector in India's growth story, is Indian Railways. Ankur Sharma (2009)<sup>ii</sup> "Employee welfare measures taken in the Indian South Central Railway", The Study on "Employee Welfare Measures" is conducted with the main objective of evaluating the effectiveness of welfare measures at South Central Railway and to suggest measures to make existing welfare measures much more effective and comprehensive so that the benefits of the employees will be increased. Reeti Agarwal (2009)<sup>iii</sup> "Public Transportation and Customer Satisfaction: The Case of Indian Railways" This study has been undertaken to find the factors related to Indian Railway services that have an impact on customer satisfaction. The study was conducted using the survey method. This study primarily aims to assess the effects of consumer perceptions of the various aspects of services provided by public transportation services on their level of satisfaction with specific reference to the Indian Railways. The major findings of the study depict that out of the various factors considered; employee behavior has the maximum effect on satisfaction level of customers with Indian Railways as a whole. However, the study fails to focus on the Employees welfare facility in Indian Railways. Binoy Joseph; Joseph Injodey; Raju Varghese (2009)<sup>iv</sup> "Labour Welfare in India", India's labour force ranges from large numbers of illiterate workers to a sizeable pool of highly educated and skilled professionals. Labour welfare activities in India originated in 1837. They underwent notable changes during the ensuing years. This article is a description of these changes and the additions, which were included over this period. On the whole, it paints a picture of the Indian Labour welfare scene. G. Raghuram Rachna Gangwar (2008)<sup>v</sup> "Indian Railways in the Past Twenty Years, Issues, Performance and Challenges", to understand the development process of Indian Railway's over the past twenty years, the study covers issues and strategies related to financial and physical aspects of revenue generating freight and passenger traffic from 1987-2007. Study also covers the developments in the parcel, catering and advertising sector, however this study fail to provide the information regarding employees welfare in Indian Railways. Reddy, T. Koti (2007)<sup>vi</sup> wrote an article entitled "India's Progress in Infrastructure Development". He applied minute center of attention on Rail Transport in this study. The author has tried to provide discussion on History of Indian Railways. The Railway has played an integrating role in the socio-economic development of the country. He also represents the précis of the operations of the Indian Railway since independence. He furthermore discusses on the finance of Indian Railway by annually from 1950-51 to 2007-2008. The author of this article finally concludes that upgrading technology in Railway needs greater attention so as to improve reliability, reduce maintenance cost and increase customer satisfaction. It is also necessary to emphasis the increase in efficiency and management of the Railway. Shobha Mishra and Dr. Manju Bhagat (Ph.D Guide) (2007)<sup>vii</sup> wrote an article on the topic entitled "Principles for Successful Implementation Labour Welfare Activities from Police theory to functional theory", gave a brief account of labour welfare activities.

This study comprises the definition of labour welfare, scope of labour welfare activities, objectives, and theories of labour welfare. The author describes that labour welfare activities in an industrialized society has far reaching impact not only on the work force but also all the facets of human resources. This article is an attempt to show that, the success of welfare activities depends on the approach, which has been taken into account in providing such activities to the employers. Welfare policy should be guided by idealistic morals and human value. John Creedy and Guyonne R.J. Kalb (2005)<sup>viii</sup> "Measuring Welfare Changes in Labour Supply Models" This paper examines the computation of welfare measures for use with labour supply models. An alternative method is suggested and applied to contexts in which individuals are allowed to vary their hours continuously and to contexts where only a limited number of discrete hours of work are available. Discrete hour's models have in recent years been used in view of the substantial econometric advantages when estimating the parameters of direct utility functions. This type of model is particularly popular in behavioral micro simulation modeling where predicted labour supply responses are calculated for policy changes.

## OBJECTIVES OF THE STUDY

The main objectives of the study are listed below:

- To identify the employees' welfare measures in Indian Railways.
- To study the level of satisfaction of various employees' welfare measures among the Indian Railways employees.
- To suggest suitable recommendation to improve employees' welfare amenities in Indian Railways.

## HYPOTHESIS OF THE STUDY

The hypotheses of the study have been made according to the need and importance and objective of the study.

### ➤ Hypothesis 1

The null hypothesis of the study ( $H_0$ ) assumes that "Employees' welfare measures in Indian Railways are not effective", whereas the alternative hypothesis of the study ( $H_1$ ) assumes that "Employees' welfare measures in Indian Railways are effective".

### ➤ Hypothesis 2

The null hypothesis of the study ( $H_0$ ) assumes that "There is no overall satisfaction of the Indian Railways employees towards various Fringe Benefits", whereas the alternative hypothesis of the study ( $H_1$ ) assumes that "There is overall satisfaction of the Indian Railways employees towards various Fringe Benefits".

### ➤ Hypothesis 3

The null hypothesis of the study ( $H_0$ ) assumes that "Human resource policies regarding Job satisfaction are not effective in Indian Railways", whereas the alternative hypothesis of the study ( $H_1$ ) assumes that "Human resource policies regarding Job satisfaction are effective in Indian Railways".

## METHODOLOGY ADOPTED

### PRIMARY SOURCES

The primary data has been collected by means of questionnaires and interview method of the employees of Indian Railways

### SECONDARY SOURCES

The secondary data have been collected from various public sources such as Books, Journal, Annual Reports and Accounts of Indian Railways, Magazines, Newspapers, and various Websites, etc.

### SAMPLE DESIGN AND SAMPLE SIZE

In this study researcher determine the sample size of 500 employees is chosen from various levels by following the technique of simple random sampling. The primary data was collected by using questionnaires.

### STATISTICAL TOOLS APPLIED

For the analysis and interpretation of data wherever necessary the simple and primary statistical measures and techniques such as calculation of Simple Average Mean, Percentage, Standard Deviation, Variance, Standard Error, and Z-test has been applied.

### CONCEPT OF EMPLOYEES' WELFARE

'Welfare' is a broad concept referring to the state of living of an individual or a group, in a desirable relationship with the total environment – ecological, economical and social. The term 'welfare' includes both the social and economic contents of welfare.

Pigou (2005) defined economic welfare as that part of social welfare which can be brought directly or indirectly into relation with the measuring need of money. According to him, "the economic welfare of a community of a given size is likely to be greater; the larger is the share that accrues to the poor."<sup>x</sup>

The concept of labour welfare activities, however, is flexible, elastic and differs from time to time, region to region, industry to industry and country to country, depending upon the value system, level of education, social customs, degree of industrialization and general standard of the socio-economic development of people.

## INDIAN RAILWAYS

More than a hundred years ago, on the 16 April 1853, a red-letter day appeared in the glorious history of the Indian Railways. On the day, the very first Railway train in India ran over a stretch of 21 miles from Bombay to Thane, three locomotives, Sahib, Sindh and Sultan, hauled it<sup>x</sup>. This pioneer Railway train consisting of 14 Railway carriages carrying about 400 guests, steamed off at 3:30 pm amidst the loud applause of a vast multitude and to the salute of 21 guns. It reached Thane at about 4.45 pm.<sup>xi</sup>

In India, Railways are the largest mode of transport. The country's vastness and diversity have been connected and coordinated by the largest and busiest rail networks in Asia, transporting over 18 million passengers' more than 2 million tonnes of freight daily. Indian Railway is a huge organization carrying 140 lakh passenger and 14 lakh tonne of freight daily and employs more than 15 lakh staff. It spread over the length and breadth of the country and has 63000-route km (82000 running track km) and 7000 stations<sup>xii</sup>. This gigantic task is achieved through the use of 7700 locomotives, 38000 passenger coaches and 220000-freight wagon for which necessary maintenance and manufacturing facilities also exist.

### LABOUR WELFARE IN INDIAN RAILWAYS

Indian Railway's welfare schemes cover a wide spectrum of activities in areas of education, Medicare, housing, sports, recreation and catering.

#### 1. HOUSING AMENITIES

Housing is one of the serious issues responsible for dissatisfaction and poor industrial relation of all the requirements of the workers; cheap housing accommodation is of great significance. The Railway employees have to live either at wayside station with poor amenities or at big station where the pressure of population creates shortage of housing accommodation except at abnormal rents, with the result employees often do not get suitable accommodation unless provided by the administration.

It is true to say that some employees do not get house quarters throughout their services due to lack of accommodation and mismanagement of affairs in Railways. After independence, the problems has not been solved as is evident from the reports of Indian Railway that only 40 percentage employees are enjoying accommodation facilities.<sup>xiii</sup>

#### 2. MEDICAL AND HEALTH SERVICES

Today various medical services like Hospital, Clinic, and Dispensary facilities are provided by organization not only to employees but also their family members. The Indian Railways have been pursuing a policy of progressively improving both working and living conditions of staff and providing them with maximum possible amenities in several spheres including medical facilities.

The question of adequacy of medical and sanitary arrangements in Railways has drawn attention of the Railways Board since 1924.<sup>xiv</sup> The Railway Accident Committee 1992 rightly observed "the Medical facilities both in scale and quality on the Railways are second to no other organization in India", The Railway medical services, catered only to routine administrative necessities, viz., medical examination of staff, issue of fit and unfit certificates, check on malingering, etc., while attention to the curative and promotional health care of the railway staff was meager or absent.

### 3. WELFARE BENEFITS

**Staff Benefit Fund:** Another significant welfare scheme developed in Indian Railways has been the Staff Benefit Fund. The Staff Benefit Fund was established on Indian Railways in the year 1931. Ministry of Railways have decided to modify the distribution of modify per capita annual contribution of Rs.35/- to 315/- under Staff Benefit Fund sanctioned vide Board's letter under reference.<sup>xv</sup> Staff Benefit Fund is an important channel for providing additional facilities to railway employees and their families in the spheres of education, recreation, Medicare, sports, scouting and cultural activities.

### 4. CANTEEN FACILITIES

Perhaps no employees' benefit has received as much attention in recent years as that of canteen. Canteen is a small cafeteria or snack bar, especially one in a military establishment or place of work.

### 5. EDUCATIONAL FACILITIES

Educational facilities one of the significant welfare scheme developed by Indian Railways are as follows:

**Railways Schools:** Railways administration provides the facilities of primary, middle, and high schools and colleges in those Railways colonies where such facilities of requisite standards are not available in or near them and the State Government or educational organization are not willing to provide them. However, Railways have provided educational facilities to the limited extent within the constraint of available resources purely as a measure of staff welfare to meet the needs of wards and children of Railway employees only at such places where there is a concentration of Railway employees and the educational facilities provided there at by other agencies - both Government (State/Central) and private are found inadequate or are totally absent resulting in hardship or inconvenience to them.<sup>xvi</sup> The Railways Board has also decided, as a matter of policy to establish Kendriya Vidyalayas preferably in "Civil Sector" in Railway colonies which will, while meeting the needs of the employees, reduce the financial burden on the administration of the schools.<sup>xvii</sup>

### 6. RECREATIONAL ACTIVITIES

Indian Railways attaches due importance to recreation for its employees and provides excellent facilities through Institutes & Clubs for sports, libraries, etc. and Holiday Homes to enable the employees and their families to enjoy holidays at nominal expenses.

**Holiday Homes:** Holiday Homes have been established as a measure of amenity of staff. The broad principles, within the framework of which Railway Administrations may establish Holiday Homes, are indicated below:

(a) Holiday Homes may be set up in suitable hill stations or seaside resorts or other pleasant surroundings or where popular demand exists.<sup>xviii</sup>

### 7. RETIREMENT BENEFITS IN INDIAN RAILWAYS

The retirement benefits provided to Railways employees are as follows in the form of provident fund, pension.

**a) Provident Fund:** Every Railways employee on completion of one year's services is entitled to join, the provident fund, initially the Railway administrations' contribution and interest thereon was extended only to permanent employees, The Provident Act, 1925, governs provident Fund and it means that a fund in which the subscriptions of the employees are deposited against their accounts including interest accruing thereon.<sup>xix</sup>

**b) Pension:** Railways employees represented that the pension scheme provides more security than the provident fund. This scheme provides to All Railway servants who were in service on 15.11.1957 who elect to come on these rules; persons entering Railway service on or after 16.11.1957 except those whose terms of appointment provide to the contrary and all CPF beneficiaries in Service in 1.1.1986 should be deemed to have come to pension scheme unless they specifically opt out to continue under the CPF Scheme.<sup>xx</sup>

## DATA ANALYSIS AND INTERPRETATION

The analysis and interpretation of survey conducted by the researcher to test the hypothesis constructed around the satisfaction, efficiency, effectiveness and conduciveness to good relation resultant from employees' welfare to determine whether the Railway employees are satisfied with employees' welfare amenities; Fringe benefits; job satisfaction. The method intended to expose the hypothesis to test is through an extensive survey. It has been conducted to depict the opinion and level of satisfaction about various aspects of employees' welfare measures in Indian Railways over which the hypothesis have been raised.

### CHARACTERISTICS OF RESPONDENTS

#### 1) Age

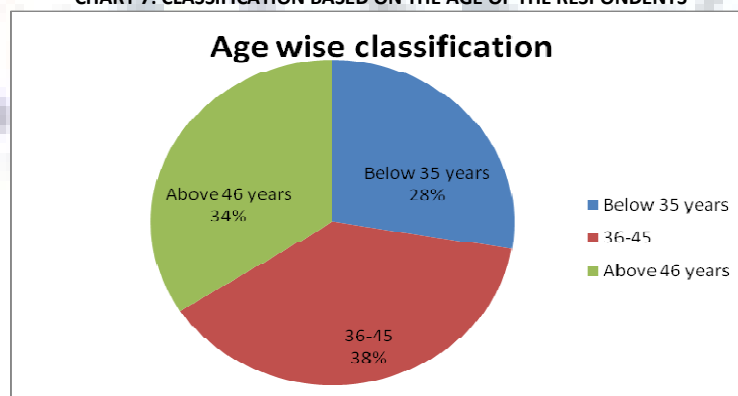
TABLE 7: CLASSIFICATION BASED ON THE AGE OF THE RESPONDENTS

Age	No. of the Respondents	Percentage
Below 35 years	138	27.6
36-45	191	38.2
Above 46 years	171	34.2
Total	500	100

### INFERENCE

From the above table it is inferred that 27.6% of the respondents come under the category of below 35 Years, 38.2% of the respondents falls under 36-45 Yrs and 34.2% of the respondents come under the category of above 46 Years. These finding are illustrated in chart 7.

CHART 7: CLASSIFICATION BASED ON THE AGE OF THE RESPONDENTS





## 2) Gender

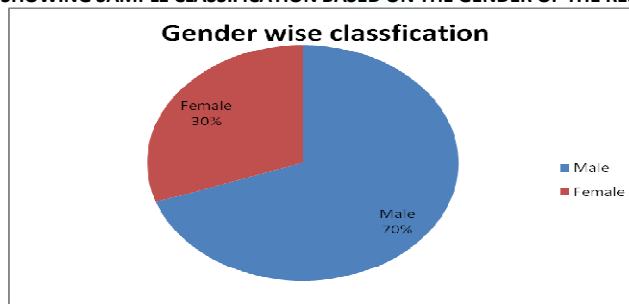
TABLE 8: CLASSIFICATION BASED ON THE GENDER OF THE RESPONDENTS

Gender	No. of the Respondents	Percentage
Male	348	69.6
Female	152	30.4
Total	500	100

## INFERENCE

From the above table it is inferred that 69.6% of the respondents are male and 30.4% are female. These finding are illustrated in chart 8.

CHART 8: SHOWING SAMPLE CLASSIFICATION BASED ON THE GENDER OF THE RESPONDENTS



## 3) Designation

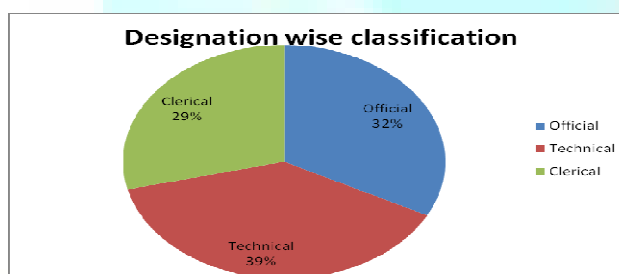
TABLE 9: CLASSIFICATION BASED ON THE DESIGNATION OF THE RESPONDENTS

Designation	No. of the Respondents	Percentage
Official	163	32.6
Technical	193	38.6
Clerical	144	28.8
Total	500	100

## INFERENCE

From the above table it is inferred that 32.6% of the respondents come under the category of official post, 38.6% of the respondents falls under technical post and 28.8% of the respondents come under the category of clerical post in Indian Railways. These finding are illustrated in Char 9.

CHART 9: SAMPLE CLASSIFICATION BASED ON THE DESIGNATION OF THE RESPONDENTS



## 4) Experience

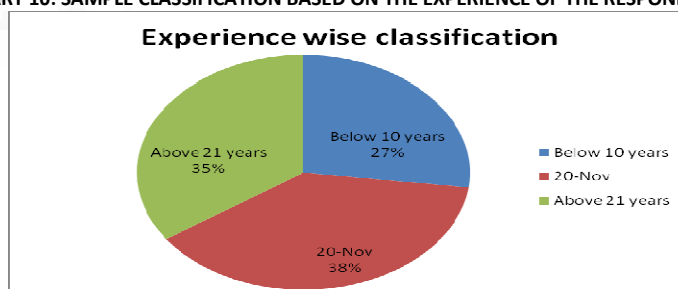
TABLE 10: SAMPLE CLASSIFICATION BASED ON THE EXPERIENCE OF THE RESPONDENT

Experience	No. of the Respondents	Percentage
Below 10 years	135	27
11-20	192	38.4
Above 21 years	173	34.6
Total	500	100

## INFERENCE

From the above table it is inferred that 27% of the respondents come under the category of below 10 Yrs, 38.4% of the respondents falls under 11-20 Yrs and 34.6% of the respondents come under the category of above 21Yrs of experience in Indian Railways. These finding are illustrated in chart 10.

CHART 10: SAMPLE CLASSIFICATION BASED ON THE EXPERIENCE OF THE RESPONDENTS



## 5) Personal Income

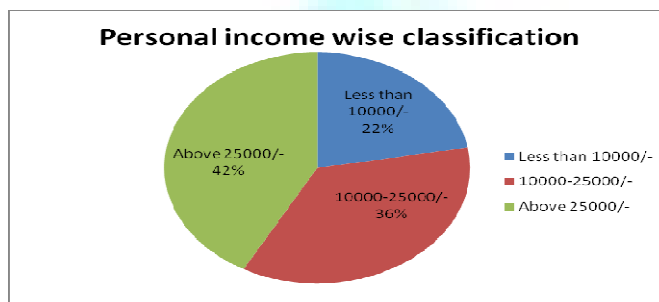
TABLE 11: SAMPLE CLASSIFICATION BASED ON THE PERSONAL INCOME OF THE RESPONDENTS

Personal income	No. of the Respondents	Percentage
Less than 10000/-	111	22.2
10000-25000/-	179	35.8
Above 25000/-	210	42
Less than 10000/-	111	22.2
Total	500	100

## INFERENCE

From the above table it is inferred that 22.2% of the respondents come under the category of less than 10000/- is 35.8% of the respondents falls under 10000-25000/-and 42% of the respondents come under the category of above 25000/- of personal income of Railways employees. These finding are illustrated in chart 11.

CHART 11: SAMPLE CLASSIFICATION BASED ON THE PERSONAL INCOME OF THE RESPONDENTS



## 6) Family Size

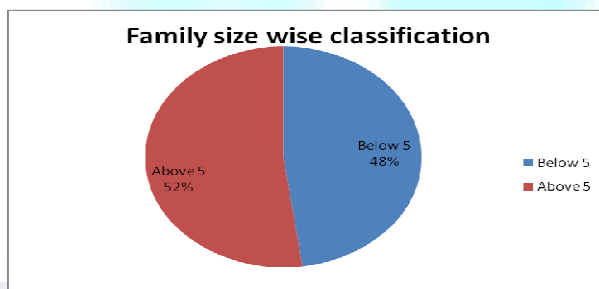
TABLE 12: SAMPLE CLASSIFICATION BASED ON THE FAMILY SIZE OF THE RESPONDENTS

Family members	No. of the Respondents	Percentage
Below 5	239	47.8
Above 5	261	52.2
Total	500	100

## INFERENCE

From the above table it is inferred that 47.8% of the respondents come under the category of below 5 family members 52.2% of the respondents falls under above 5 family members of Railways. These finding are illustrated in chart 12.

CHART 12: SAMPLE CLASSIFICATION BASED ON THE FAMILY SIZE OF THE RESPONDENTS



## PART SECOND: SHOWING THE RESULT OF THE STUDY

First group: "Employees' welfare measures in Indian Railways are effective"

TABLE 13: FREQUENCY AND PERCENT FOR THE GROUP FIRST (EMPLOYEES' WELFARE MEASURES IN INDIAN RAILWAYS)

S.No	Phrases	Highly dissatisfied		Dissatisfied		Neutral		Satisfied		Highly satisfied	
		Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
1	Are you satisfied with the residential accommodation facilities, provided by the Indian Railways?	37	7.4	67	13.4	58	11.6	186	37.2	152	30.4
2	Are you satisfied with the medical facilities rendered to you by the Indian Railways?	34	6.8	52	10.4	64	12.8	227	45.4	123	24.6
3	Are you satisfied with the canteen facilities available in your Indian Railways zone?	52	10.4	69	13.8	42	8.4	209	41.8	128	25.6
4	Are you satisfied with the welfare benefits available?	47	9.4	86	17.2	70	14	158	31.6	139	27.8
5	Are you satisfied with the Staff Benefit Fund provided in your Railways zone?	25	5	76	15.2	97	19.4	163	32.6	139	27.8
6	Are you satisfied with the recreational facilities provided by the Indian Railways?	50	10	71	14.2	74	14.8	184	36.8	121	24.2
7	Are you satisfied with the Transport facilities provided by Indian Railways?	54	10.8	70	14	67	13.4	173	34.6	136	27.2
8	Are you satisfied with the educational facilities provided by the Indian Railways for your children?	41	8.2	104	20.8	45	9	199	39.8	111	22.2
9	Are you satisfied with the Holiday Homes available by the Indian Railways?	54	10.8	50	10	86	17.2	203	40.6	107	21.4
10	Are you satisfied with the Training and Development programmes which are provided by the Indian Railways?	65	13	81	16.2	75	15	157	31.4	122	24.4
11	Are you satisfied with the retirement benefits, which are provided by the Indian Railways?	47	9.4	52	10.4	98	19.6	176	35.2	127	25.4
12	Mention your overall satisfaction level regarding their labour welfare amenities	70	14	55	11	59	11.8	170	34	146	29.2

**Second group:** Satisfaction of the Indian Railways employees towards various Fringe Benefits.

**TABLE 15: FREQUENCY AND PERCENT FOR THE GROUP SECOND (SATISFACTION OF THE INDIAN RAILWAYS EMPLOYEES TOWARDS VARIOUS FRINGE BENEFITS)**

S.No	Phrases	Highly dissatisfied		Dissatisfied		Neutral		Satisfied		Highly satisfied	
		Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
13	Are you satisfied with Overtime pay avail in Indian Railways?	79	15.8	74	14.8	64	12.8	166	33.2	117	23.4
14	Do you feel satisfied Medical leave with pay in Indian Railways?	72	14.4	66	13.2	73	14.6	165	33	124	24.8
15	Are you really satisfied with Bonus for quality and attendance?	62	12.4	69	13.8	80	16	171	34.2	118	23.6
16	Are you happy with Leave with pay?	62	12.4	86	17.2	64	12.8	154	30.8	134	26.8
17	Are you satisfied with Paid holidays in Indian Railways?	76	15.2	62	12.4	87	17.4	129	25.8	146	29.2
18	Are you motivated with Employee counseling?	71	14.2	81	16.2	76	15.2	165	33	107	21.4
19	Are you satisfied with Provident fund provided by the Indian Railways?	75	15	83	16.6	56	11.2	141	28.2	145	29

**Third group:** Human Resource Policies regarding Job Satisfaction in Indian Railways.

**TABLE 17: FREQUENCY AND PERCENT FOR THE GROUP THIRD (HUMAN RESOURCE POLICIES REGARDING JOB SATISFACTION IN INDIAN RAILWAYS)**

S.No	Phrases	Highly dissatisfied		Dissatisfied		Neutral		Satisfied		Highly satisfied	
		Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
20	Do you feel secure about your job?	63	12.6	63	12.6	74	14.8	150	30	150	30
21	Do you enjoy cordial relation with your team members at your work place?	75	15	63	12.6	62	12.4	144	28.8	156	31.2
22	Are you satisfied with your salary package?	64	12.8	87	17.4	80	16	153	30.6	116	23.2
23	Do the Indian Railways co-operates and helps you at any emergency time?	57	11.4	67	13.4	82	16.4	164	32.8	130	26
24	Your overall opinion toward your job.	77	15.4	60	12	83	16.6	148	29.6	132	26.4
25	Are you satisfied with the following factors? Social climate, Political climate, Economical climate and Industrial climate	56	11.2	66	13.2	97	19.4	160	32	121	24.2
26	Do you satisfied that your Railways' welfare office visits the regularly?	60	12	70	14	96	19.2	141	28.2	133	26.6

## TEST OF HYPOTHESIS

### Hypothesis 1

**H<sub>0</sub>:** Employees' welfare measures in Indian Railways are not effective.

**H<sub>01</sub>:** Employees' welfare measures in Indian Railways are effective.

In order to Test the hypothesis, one sample Z-test is applied because samples are large and its subscale has 12 items the mean score of this subscale compared to the score of the neutral value ( $12 \times 3 = 36$ ).

**TABLE 21: DESCRIPTIVE ONE-SAMPLE STATISTICS**

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Effectiveness of labour welfare	500	42.71	5.25	.235

**TABLE 22: ONE-SAMPLE STATISTIC FOR Z TEST**

One-Sample Test

	(Population Mean)Test Value = 36					
	Z	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Effectiveness of labour welfare	28.53	499	0.001	6.71	6.25	7.17

From the Table 22, tabulated value of  $Z$  for 499 df at 5% level of significance for two-tailed test is 1.96. Since calculated value is much greater than the tabulated value it is highly significant. Hence we reject the null hypothesis and conclude that "Employees' welfare measures in Indian Railways are effective" is accepted.

### Hypothesis 2

**H<sub>0</sub>:** There is no overall satisfaction of the Indian Railways employees towards various Fringe Benefits.

**H<sub>01</sub>:** There is overall satisfaction of the Indian Railways employees towards various Fringe Benefits.

In order to Test the hypothesis, one sample  $Z$ -test is applied because samples are large and its subscale has 7 items the mean score of this subscale compared to the score of the neutral value ( $7 \times 3 = 21$ ).

**TABLE 23: DESCRIPTIVE ONE-SAMPLE STATISTICS**

One-Sample Statistics

	N	Men	Std. Deviation	Std. Error Mean
Satisfaction of fringe benefits	500	23.71	3.63	.1623

TABLE 23: ONE-SAMPLE STATISTIC Z TEST

One-Sample for Z t Test

	(Population Mean)Test Value = 21					
	Z	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Satisfaction of fringe benefits	16.71	499	0.001	2.716	2.397	3.035

From the table 23 it is clear that tabulated value of  $Z$  for 499 df at 5% level of significance for two-tailed test is 1.96. Since calculated value of  $Z$  is greater than the tabulated value it is significant. Hence  $H_0$  is rejected at 5% level of significance and we conclude that "There is overall satisfaction of the Indian Railways employees towards various Fringe Benefits."

**Hypothesis 3**

$H_0$ : Human resource policies regarding Job satisfaction are not effective in Indian Railways.

$H_{01}$ : Human resource policies regarding Job satisfaction are effective in Indian Railways.

In order to Test the hypothesis, one sample  $Z$ -test is applied because samples are large and its subscale has 7 items the mean score of this subscale compared to the score of the neutral value ( $7 \times 3 = 21$ ).

TABLE 24: DESCRIPTIVE ONE-SAMPLE STATISTICS

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Job satisfaction	500	24.11	3.594	.161

TABLE 25: ONE-SAMPLE STATISTIC Z TEST

One-Sample for Z Test

	(Population Mean)Test Value = 21					
	Z	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Job satisfaction	19.33	499	0.001	3.112	2.796	3.427

From the above table 25 it is clear that tabulated value of  $Z$  for 499 df at 5% level of significance for two-tailed test is 1.96. Since calculated value of  $Z$  is greater than the tabulated value it is significant at 5% level of significance and it leads to the conclusion we reject the null hypothesis. This shows that  $H_0$  is rejected and the research hypothesis "Human resource policies regarding Job satisfaction are effective in Indian Railways"

**MAJOR FINDINGS**

The analysis of data obtained reveals that:

- 69.6% of the respondents are male and the rest 30.4% are female.
- 27.6% of the respondents their age come under the category of below 35 Years, 38.2% of the respondents falls under 36-45 Yrs and 34.2% of the respondents come under the category of above 46 Years.
- 32.6% of the respondents their designation come under the category of official post, 38.6% of the respondents falls under technical post and 28.8% of the respondents come under the category of clerical post in Indian Railways.
- 27% of the respondents come under the category of below 10 Yrs, 38.4% of the respondents falls under 11-20 Yrs and 34.6% of the respondents come under the category of above 21 Yrs of experience in Indian Railways.
- 22.2% of the respondents come under the category of less than 10000/- 35.8% of the respondents falls under 10000-25000/- and 42% of the respondents come under the category of above 25000/- of personal income of railways employees.

**CONCLUSION**

After analyzing the whole situation the researchers concludes it is proved above that the Employees' welfare schemes are not sufficient for the employees of the Indian Railways and other things that no improvements are found in any schemes. The data is either constant or has gone in to negative. Though there was a huge increase in the staff benefit fund i.e. by 800% but it was not utilized properly.

The researcher reached with this conclusion after thorough study of all the aspects of Employees' welfare which have been covered in this paper that inadequacy of financial resources is one important reasons pointed out by the railway administration in opposing the demand of extension of employees' benefits and services. But it is true say that the Indian Railway has been doing more and more favor to the public in comparison to the other industries.

It is pointed out that the Railways have been discouraging the social burden at the cost of their own employees. Hence, it maybe suggested that, the railway may minimize the cost of social burden and ask the Government to subsidies the social cost.

**SUGGESTIONS AND RECOMMENDATION**

The following suggestions and recommendation being preferred by the researchers based on the finding of the study are worth considering:

1. The Railway Administration should encourage the formation of Co-operative Housing Societies for Railway men wherever and whenever possible in order to solve the problem of housing accommodation. Railways management should also extend the coverage of housing scheme to workers in Indian Railways who have not been covered so far.
2. There is a need to further improve these facilities by way of having modern equipments in the hospital and clinics and by providing quality medicine in these hospitals and clinic of Indian Railways.
3. The Indian Railways should more focuses on Human resources development programme for enhancing the competitiveness of the Railways organizations in the context of internal and external changes in the environment. Efforts should be made to improve the basic infrastructure for training to provide structured training programme in improved learning environment.
4. The approaches to be adopted in training teaching learning and in special schools for Indian railways children will have to be unorthodox, fully participative and communicative.
5. Indian Railways should design and formulate transfer policy so that transfer is not used as a tool of punishment of workers especially union leader of the corporation and social activities who participate in the programmes which are beneficial for welfare of employee of the corporation. Transfer policy should be need based for effective operation of Indian Railways.
6. The Indian Railways should also pay attention on most importantly Staff Benefits Fund because this fund is to be mainly utilized for education of staff and their children, grant for scholarships for technical and higher education, recreational and amusement of the staff and their children, grant to Railway institutions & club, sports and other tournaments, relief distress among the Railways employees, grant to maintenance of Railways employees.

7. There are number of canteens which are highly subsidized. To further improve this facility it is suggested that the capacity of the existing canteen should be increased. Cooking equipment like electronic oven and gas oven should be installed; better hygienic dish washing machine, floor cleaning machine etc. should be arranged.
8. Educational facilities provided by the Railways are generally confined to Primary, Middle and High and Higher Secondary Standards. The Railways do not normally enter into the field of college and Technical education for this Railways management should extend the coverage of educational facilities in light of technical education.
9. The most striking finding of the study is that the Indian Railways is found to be biased in its approach toward implementation of welfare measures in different zones/ regions differently. The Indian Railways should have balanced approach in this regard, equal and due opportunity should be accorded to the employees of the corporation irrespective of the zonal and regional basis.

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- <sup>xiv</sup> Memorandum submitted by the Railways Board to the Royal commission on Labour in India in 1930.
- <sup>xv</sup> Indian Railways Establishment code (volume no. 1), chapter8.
- <sup>xvi</sup> Under article 346 (3) - item 25 of list 3 Concurrent List, Seventh Schedule.
- <sup>xvii</sup> Railway Boards' letter No. E (W) 83SC2-27 dated. 13.9.1988, master circular in railways board.
- <sup>xviii</sup> Authority Railway Board letter No. E (W) 2000/WE-2/2 dated 7.12.2000.
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