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Human Resource Management and Performance in Indian Railway- A Study

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Abstract :

The world economical reality from the last years allows the making evident of some indubitable defining features: the diversification and the renewal of the goods offer, the progresses in the technology area, the globalization occurrence, the growth of clients and society's exigencies. The analyse of the human resources performance in the railway transport, which is the main goal of this project, aims the identification of the performance indicators of the wage earner on one hand, and on the other hand the presentation of the relations and of correlations between the wage level, the work age, the work conditions and the requirements of the workplaces for the wage earner from the Constanta CFR railway station.

High-performance-work-practices (HPWP) have been well documented within private organisations in developed country economies. Such practices, however, remain under-investigated in the public sector and in emerging economies. This paper aims to work towards filling this void, by empirically evaluating HPWP within an Indian public sector undertaking (PSU), also the world's largest commercial public sector employer: The Indian Railways

Key Words : Performance indicators, rail transport, human resources.

INTRODUCTION :

The Indian Railways, the world's largest commercial public sector enterprise, has been researched for different aspects relating to business and management, such as its management style, human resource management, culture, employment relations etc., in the recent past (e.g. Pereira, 2014; Pereira and Fontinha, 2015; Pereira and Malik, 2015; Pereira and

Malik, 2017; Pereira and Narayanamurthy, 2016). This paper contributes to this body of knowledge by identifying the multiple stakeholders and links high performance work practices (HPWP) to different indicators of performance in the Indian Railways.

However, research in HPWP remains predominantly led by North American thinking and secondarily by thinking from

economically developed nations. There is no guarantee that concepts and management practices that have been developed and tested in “western” economies apply in emerging economies or in economies embedded in societies with different cultural characteristics, such as Asian societies (Lynn, 2006; Tung, 2006).

To take the case of India, which represents a major emerging economy, though awareness of strategic human resource management and relevant practices may exist in nascent form in India (Budhwar & Varma, 2010; Som, 2008), to date the extent to which human resource practices fit within the framework of HPWP in the country remains unad

Review of Literature

Huselid M. A. (1995)

“The impact of human resource management practices on turnover, productivity, and corporate financial performance”.

Becker, B. E., Huselid, M. A., and Pinckus, P. S., & Spratt, M. (1997)

“HR as a source of shareholder value: Research and recommendations”.

Collins, C. J., and Smith, K. G.

(200“Knowledge exchange and combination: The role of human resource

practices in the performance of high-technology firms”.dressed

Need for the Study :

As a step towards employee interface, Indian Railways has introduced the HRMS (Human Resource Management System). This initiative targets to bring all the Railway employees on the employee portal so that all the processes of personnel management starting right from hiring to retiring will be on the digital platform.

Human Resource Management System (HRMS) is a high thrust project for Indian Railways to leverage improved productivity & employee satisfaction. Employee Self Service (ESS) module enables railway employees to interact with various modules of HRMS including communication regarding change of data

Objective of the Study

(i) To create and utilize an able and motivated workforce, to accomplish the basic organizational goals.

(ii) To establish and maintain sound organizational structure and desirable working relationships among all the members of the organization.

(iii) To secure the integration of individual and groups within the organization to co-ordination for the individual and group goals with those of the organization

(iv) To create facilities and opportunities for individual or group

development so as to match it with the growth of the organization

(v) To attain an effective utilization of human resources in the achievement of organizational goals

Human resource management and performance at the Indian railway

This empirical study was conducted in 2009-2010 in the Indian Railways and was sponsored by a research grant from the Society for Human Resource Management (SHRM; United States). Indian Railways (IR) has a state monopoly on India's rail transport (Ministry of Railways) and is the world's largest commercial or utility employer, with approximately million employees. IR is one of the largest and busiest rail networks in the world, transporting 18 million passengers and more than two million tonnes of freight daily (IR budget reports, 2012-13). The Railway Board, which is the organization that manages the Indian Railways, gave permission and access to conduct the study. Indian Railways comprises 16 geographic zones covering all India, subdivided into 67 divisions. Given the dimension of this organization, it was decided to conduct the study in six zones that would represent different geographical areas of

India, namely Western Railways, Central Railways, North-Eastern Railways, North-Central Railways, South-Western Railways, and South-Central Railways.

These regions include 30 of the 67 divisions in Indian Railways.

Learning, Training and Development

Learning, Training and Development are available at all levels and is seen to be paramount to the Indian railways as it concerns transportation, and hence, safety. All new recruits undergo training when they join. Gazetted officers train at the following seven centralized training institutes (CTI): Railway Staff College, Vadodara; Indian Railways Institute of Civil Engineering, Pune; Indian Railways Institute of Signal Engineering & Telecommunications, Secunderabad; Indian Railways Institute of Mechanical & Electrical Engineering, Jamalpur; Indian Railways Institute of Electrical Engineering, Nasik; Indian Railways Institute of Transport Management, Lucknow; Jagjivan Ram Railway Protection Force Academy, Lucknow.

Compensation and Benefits

Pay and conditions at the Indian railways were complexly structured. The structure of emoluments and conditions of service of railway employees, like those of other Central Government employees, are reviewed periodically by the 'Pay Commissions' appointed by Government from time to time. Indian Railways' employees enjoy fringe benefits such as free passes and concessional tickets to travel the length and breadth of the country.

Employment relations

Employment relations in the Indian railways have been successfully managed for decades. Since it is such a large organisation, good employment/Industrial relations (ER) are vital for Indian Railways. Employees are represented by recognized Trade Unions in the zones, divisions and internal manufacturing PSUs (as part of the overall Indian Railways). ER was generally seen to be congenial among the three main actors: staff, management and trade union

CONCLUSION :

The main conclusion of this study is that the set of practices identified in the Indian Railways is consistent with a high performance work system (e.g., Huselid, 1995).

The practices identified in this organisation are clearly structured and articulated creating a HPWS that aims to develop employee commitment and ultimately performance. These practices are influenced by the voices of multiple stakeholders, not only including the traditionally involved parties such as managers and employees represented by trade unions, but also different Government stakeholders, political parties and members of society (as customers). The existence of multiple stakeholders in decision-making is also associated with different measures of performance, including financial and non-

financial indicators, the latest being strongly context-specific.

The vision is to improve personal productivity at all levels by the effective use of this technology. An attempt has been made to develop a road-map for the future growth of IT in Indian Railways. Conditions today are ripe for them to obtain the benefits of IT, since general awareness of the technology is high, and its benefits have been proven. A commitment to utilize the Human

Suggestions :

The pay system should be well structured and is characterized by the existence of scales of pay with annual increments, but it also includes performance-based pay, which is a

measure strongly associated with a HPWS. These structured and legally supported systems are also associated with a HPWS. Furthermore, employee welfare-oriented practices include several fringe benefits, such as subsidized housing, medical care, schooling facilities for children, recreation, holiday homes for employees, sports, canteens, vocational training centres, handicrafts centres and free annual train trips.

These welfare-oriented practices are considered some of the best in the Indian context and are clearly aligned with a strategy that aims to boost employee commitment (Walton, 1985; Wood 1999a, 1999b;



Wood & Albanese, 1995), thus leading to improved performance (Huselid, 1995).

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