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HUMAN RESOURCE MANAGEMENT PRACTICES IN INDIAN RAILWAY - A STUDY

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Abstract:

Management plays an important role in the success of a business. One of the functional areas of management is the management of human resources. Human Resource is the most vital resource and the most valuable asset of a business. The management of human resources is a challenging task. The successful management depends greatly upon the ability to predict, control and direct behaviour towards business goals. Management of human resources includes guiding human resources towards organisation objectives with a high degree of commitment, morale and satisfaction of concerned personnel. Indian Railways are the biggest service industry employing 16.6 lakhs workers spread over the length and breath of the country. It is imperative that the customers are given the maximum comfort by ensuring safety, security and punctual running of the trains both freight and passenger. A dynamic, effective workforce and their management is essential for the success of Indian Railways. The thesis entitled "Human Resource Management Practices in Indian Railways" is an attempt to study the human resource utilisation and their management in the Indian Railways. In this study, attempts have been made to critically examine the efficiency of human resource as well as Indian Railways in the fast changing business environment. The data and relevant statistics for this study have been collected from different sources. Information has been collected from the Railway Board Library, New Delhi, Maulana Azad Library, Aligarh Muslim University, Aligarh, the Seminar Library of the Department of Commerce, Aligarh Muslim University, Aligarh and various other libraries. Manuals, codes, office procedure legislation. Annual Reports, proceedings of the Railway Board meetings. Administrative Reports and various other publications have also been consulted.

Introduction:

Human resource management is the organizational function that deals with issues related to people such as compensation, organization development, employee motivation, communication and training. That means, it is the function within an organization that emphasizes on recruitment and providing direction for the

people who work in the organization. It is a functional area of general management that includes production management, marketing management, financial and operation management etc. human resource management is concerned with the acquisition, retention, utilization, compensation and labor welfare of human

resource. So we can say human resource management play a very important role in fostering innovation within the organization and creating a culture of innovation. It examines the various human resource processes that are concerned with attracting, managing, motivating and developing employees for the benefits of the organization.

Human Resource Management: Definition

Human resource management has come to be recognized as an inherent part of management, which is concerned with the human resources of an organization. Its objective is the maintenance of better human relation in the organization by the development, application and evaluation of policies, procedures and programs relating to human resources to optimize their contribution towards the realization of organizational objectives.

Human Resource Management Practices
Human resource management practices a set of practices used by organization to manage human resources through facilitating the development of competencies that are firm specific, produce complex social relation and generate organization knowledge to sustain competitive advantage. Against this backdrop, we conclude that HRM practices relate to specific practices, formal policies, and philosophies that are designed to attract, develop, motivate, and retain employees who ensure the effective functioning and survival of the organization.

Review of Literature

Mahboob Ahead (1997), studied human resource management practices in Indian railways. The researcher is an at-tempt to study the human resource utilization and their management in the Indian railways. In this study, attempts have been made to critically examine the efficiency of human resource as well as Indian railways in the fast changing business environment. The research concluded based on secondary data. The study broadly discussed Indian railways human resource management practices are organizational structure, recruitment, selection, training and development. The researcher concluded from his observation that Indian railways facing many problems like under utilization of human resources, low operating efficiency, lack of safety and security of passengers, frequent accident, ticketless travel, rampant corruption, lack of welfare schemes and inadequate research.

Daniel Daneci-Patrau (2011), are analyzing the efficiency of human resources management in railway transport, it is used a system of indicators that aim at, on one hand, provisioning with human resources concerning through the number of employees qualification, structure or personnel mobility, and on the another hand, their use, under the aspect of working time use, and of efficiency time use. The researcher presents a type of dynamic analysis for the human potential in the Caile Ferate Romane Co. Regional Infrastructure of Constanta, under the aspect of its provisioning and use, taking into account that human resources have become a



strategic production factor and simultaneously, the main component of performance in an organization. The researcher identified that the human resources are not efficiently used, from the perspective that is no correlation between the qualification degree of workers and the complexity degree of the executed works; some of these are performed by over qualified personnel, and, thus, inadequate paid

Sanaya Khanna (2013), argue the HR challenges and opportunities in Indian railway. Service sector in India which consists of a wide variety of services such as electricity and water supply, road, rail and air transport, hospitals, police, postal department, call centers etc. is a real challenge for HRD.. The network of IR is very vast, spread all over India. Due to this prevalent network, it brings in its fold people from different origins and of different workforce profile working together under proof. This necessitates the prevalence of different HR practices in order to deal with them effectively so that their full potential may flower. Beginning with the last decade of the 20th century, globalization, liberalization and technological advances have changed the way the business is done across the world bringing together various threats as well as opportunities. In order to meet the basic objectives, HR personnel in Indian Railways have to identify the nature of these challenges and opportunities and define their roles and responsibilities more sharply to counter these challenges and grasp the various opportunities

Importance of Human Resources Management

Human resources, contribute significantly in the production of goods and services in an organisation. Physical and monetary resources by themselves can not contribute towards organisational growth and development. It is through the combined and concerted efforts of people that monetary or material resources are harnessed to achieve organisational goals. But these efforts, attitudes and skills have to be sharpened from time to time to optimise the effectiveness of human resources to meet greater challenges. Experience shows that the quality of human resources management mainly determines the rate of economic progress in a country. The enterprise is a community of human beings, its performance is largely determined by the performance of human beings and human resource performance is the result of proper human resources management. Management of a highly productive input like human resources is very much crucial. In fact, efficient management of human resources has been a concern of many enterprises. It has been recognised that progress in important sectors of the economy is outcome of the dynamic initiative taken by its manpower. The desire for the economic upliftment of the people of developing economy needs the vital support of its manpower. This has made the human factor in the process of development as the key input of management. The development efforts may remain futile if human resources are not directed in a positive way. Human

resources are the key factors of production. On it, depends the efficiency of other factors of production. In the absence of proper management of human factor, goals can not be achieved and desired results could not be attained.

Of all factors of production, management of manpower is the most challenging task. It needs a planned effort by those who occupy position of responsibility and authority. Improved job performance and motivation are the key to organisational growth and development. Strategy of human resource development (HRD) should offer adequate opportunities for full utilisation of human potential and talents in the key areas of business. In brief, human resources management plays a crucial role in an organisation in the following ways : (i) Sound human resource policies can help in attracting and retaining the best people in the organisation. This requires proper human resource planning and its implementation. (ii) Appropriate recruitment and selection policies identify the right people for the right jobs and make sure they are placed in suitable positions. (iii) Scientific performance appraisal and training and development policies develop the needed skills, knowledge and attitudes of the people towards greater organizational effectiveness. (iv) Effective human resource policies also motivate organisational members for improved task and performance. (ii) Statement of the Problem Management of Human Resources in changing times is highly complex and difficult task. The changes that are taking place in education,

science, technology, business and society have rendered many age-old concepts and practices obsolete. The human resources planners should develop understanding of the new perspectives both in regard to the challenge of change and the changing attitudes of people.

The major problems confronted by the human resources "development management" are (i) How to make people work ? (ii) How to make them more efficient ? (iii) How to keep them satisfied ? (iv) How to improve their performance ? (v) How to harness their expertise? (vi) How to train them for a better future and how to retain them? Self-management is the best management. While other resources are managed by people, human resources should be managed [by people themselves. People themselves should analyse their attitudes, behaviour, nature and their relations with other people. Organizations should react positively to the changing conditions and techniques of management in the fast changing business environment. Further in the present times, where the principles of democracy influence the management of labour, the relations between employees and employer's is conceived of "as partnership to promote the satisfaction of the economic needs of the community in the best possible manner".

Objective of the Study

The specific objectives of the study are as follows :-

1. To review the concept of human resources management (HRM) in the changing business environment.

2. To study the organisational structure, employment, selection, training and development of human resources in Indian Railways.
3. To trace the development of Indian Railways since 1844.
4. To review the railway management in the pre and post independence era.
5. To conclude the findings of the study and suggest suitable measures for the management of human resources in Indian Railways.

Hypotheses

The aim of the present study is to examine the Human Resource Management practices in Indian Railways on the basis of the following hypotheses :

1. Underutilization of human resources is adversely affecting the working of Indian Railways.
2. Obsolete rolling stock, know-how and mismanagement have hindered the managerial motivation and organisational effectiveness.
3. Excessive Government controls in the working of Railways have adversely affected the performance of Indian Railways.
4. Monopoly of railways has affected the human resource management practices and its development process.

Scope of the Study

Transport plays its dominant role not only in the economic and political spheres but also in the social sphere where it has considerably influenced the life of the people. As transport helps in getting raw materials and finished products in large quantities and varieties, it has raised the standard of living of the different peoples of the world. It carries ideas and inventions to the peoples of different countries; and has considerably contributed to the evolution of civilization. Keeping in view the importance and problem of transport and human resource management, it was felt necessary to make a macro study of the role of Human Resource Management practices in Indian Railways and railways themselves. This study is first of its kind, in nature which provides factual information about the management of human resource practices in Indian Railways. (vi) Research Methodology The present study is based mainly on secondary data. The data and relevant statistics for this study have been collected from different sources. Information has been gathered from the Railway Board library, I.I.P.A. Library Baroda House Library, New Delhi, Maulana Azad Library, Aligarh Muslim University, Aligarh, the Seminar Library of the Department of Commerce, Aligarh Muslim University, Aligarh and various other libraries. Manuals, codes, office procedure legislation. Annual Reports, proceedings of the Board meetings, Year Books, Railway Budget and Accounts have been used. Reports of the Administrative Reforms



Committee, the Annual Administrative Reports published by the Board and various others publication have also been consulted.

Presentation of the Study

The present study has been divided into six chapters. The first chapter deals with the introduction of HRM. The second chapter deals with the review of literature, meaning, definition, concept, aspect, strategy and need for human resource management. The third chapter presents the Railways Development in the pre and post-independence era. The fourth chapter deals with the organisational structure, recruitment and selection modes, training, development, promotion and penalties in Indian Railways.

Need for HRM Approach

The human resources management approach which has been gaining the attention of management professionals during the last decades has become the need of the time due to various reasons. Widespread industrial unrest, growing trade union influence on workforce, strained worker-management relationship, increasing gulf between management and their people, emergence of militancy in trade unionism, and the growing conflict in the industrial relations scene have resulted in the workers getting out of gear of the management in many organisations in India. This has made the management to think in terms of carrying their workers with them. Convincing the workers of the management's concern for them may, perhaps, go a long way in getting along with them and ensuring their better

performance. This has naturally resulted in the present human resources management.

Summary

The human resources of an organisation represent one of its largest investment. The objectives of HRM include getting the organisation right, paying and treating them fairly, and getting them involved in working productively. The attainment of these objectives necessitates the performance of several functions. Human resources, along with financial and material resources, contribute to the production of goods and services in an organisation. Physical and monetary resources by themselves can not improve efficiency or contribute to an increased rate of return on investment. It is through the combined and concerted efforts of people that monetary or material resources are harnessed to achieve organisational goals. But these efforts, attitudes and skills have to be sharpened from time to time to optimise the effectiveness of human resources and to enable them to meet greater challenges.

The reviews of the literature on HRM practices have revealed that to effectively manage the human resources the railway have to implement innovative HRM practices. Observed from the review of literature the human resource managers should more concentrate to utilize the human resources also innovative management of individual. The railways which implement such practices with dedication for run to current trend. HRM practices should be analyzed from time to

time and it should be updated accordingly. HR managers should involve in designing HRM practices and survey should be conducted among employees to know their opinion about HRM practices. This will help to railways to take corrective action at the right time.

Suggestions

- i) A Railway Fund should be created for the improvement of old lines and the construction of new ones.
- ii) All lines should be leased out to railway companies.
- iii) A Railway Board should be established.
- iv) Step should be taken to improve the operational efficiency of railways.
- v) Guarantee system should continue for the construction 24 191 of new lines

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