

C H A P T E R - I I

SECTION "A" : KEY CONCEPTS

SECTION "B" : HISTORY AND ORGANISATIONAL
SET-UP OF SOLAPUR DIVISION

SECTION "C" : RESEARCH METHODOLOGY

CHAPTER - II

SECTION - A.

KEY CONCEPTS :

The problems of human beings or the labour problems are manifold but unfortunately there is no ready solution for some of these problems. So it is a need of sound functioning of the growing organisation. In view of growing importance of labour its participation for the effective functioning in a cooperative manner, the topic "Workers participation" in Management in Indian Railways Central Railway, Solapur Division was selected. The key concepts used in this context are discussed in details thereafter.

1. SOCIAL WORK :

According to Clerks, social work is a form of professional service comprising a composite of knowledge and skills which attempts on the one hand, to help the individual satisfy his needs in the social milie and on the other to remove the barriers which obstruct people from achieving the best of which they are capable. Whatever may the field of social work the main inspiration for it comes from religion. The spirit of doing good to one's fellow.beings and initiating on taking part in activities for the welfare and common good of all is a special characteristic of social work.

2. INDUSTRIALIZATION :

It is a significant stage of social development. It is a principle method of raising labour productivity increasing national income and speed of economic development. According to Kothari, Industrialization is a system of economic development in which the major part of the national resources are used to develop technically.

3. GOVERNMENT PLANNING :

The economic planning is a conscious and carefully thoughtout process initiated by the state, for estimating the potential wealth of the country and for utilizing the available resources as efficiently as possible.

4. TRANSPORT AND COMMUNICATION :

An efficient and well developed network of transport and communication is vital for the successful execution of a plan of economic development, based on a programme of rapid industrialization.

The term communication means the media of passing the information, ideas or views. It is the act of inducing others to interpret an idea in the manner intended by the speaker or writer. Proper and good communication can keep the morale of the organisation.

5. MANAGEMENT AND LABOUR :

Labour was applied to industrial wage-earners as contracted with white collar or clerical professional service, financial and agricultural workers and also includes technical and personnel of profession level, supervisors, managers, administrations and even entrepreneurs. The Encyclopaedia of social sciences defines management as the process of executing a given purpose which is put into operation and supervision. Management has two major functions, co-ordination of work for securing the common economic purpose of the total enterprise and willing co-operation of the people in the action to be taken.

6. TRADE UNIONS :

The trade Unions are organised principally for protecting the interest of the barganiable employee. The trade union in protecting the interest of employee also take into account the social political and cultural values which the groups hold dear.

in the general areas of managerial function. The essence of labour participation in management lies in the firm belief and confidence in the individual, in his capacity for growth and learning, in his ability to contribute significantly with his hands, head as well as his heart, and this implies discarding the narrow conventional outlook of antagonism of interests and substituting in its place a community of purpose and extending co-operation in promoting the well being of labour, management and organisation. The principle of workers' participation in management affords a self-realisation in work and meets the psychological needs of workers at work of by eliminating to a large extent and feeling of futility, isolation, and consequent frustration that face in normal industrial setting.

Management interprets it as the joint consultation prior to decision making, workers take it as equivalent to co-decisions and experts practically regard it as association of labour without the final authority or responsibility in decision making. It is also considered as a forum for the communication and consultation by which the employees are kept informed about the affairs of the concern and through which workers put their opinions and suggestions to contribute to management decisions.

7. GRIEVANCE :

It had been totally defined as discontent or dissatisfaction. In practice it is often based on emotion rather than logic. It may be formal or informal grievances but it is essential to solve them because grievance intends to lower the productivity as well as morale. According to Dale. S. Beach, grievance is any dissatisfaction or feeling of injustice in connection with one's employment situation that is brought to the attention of management.

8. INCENTIVES :

According to Dr. Earnest Ditcher, "Incentive is a stimulus or a reason for producing action. Almost all of the human motivations can serve as incentive—anxiety, worries, fear, hope, prestige, money, security and so on—are all actual or potential incentives in our daily life".

9. THE CONCEPT AND MEANING OF PARTICIPATION :

Participation is a system by which employees of an organisation are kept informed about the affairs of the undertaking and through which they express their opinion and contribute to management decision. It is a process of delegation of authority and responsibility

The basis of labour participation in management are psychological, economical and social. The psychological theory behind employee participation is to achieve the ego involvement on the part of employees within an organisation. Economically, management must be prepared to willingly accept labour's claim that they contribute substantially to the progress and propriety of the enterprise and hence have a legitimate right to share equitably the gains of higher productivity and the prosperity of the undertaking in which they are employed. Socially, participation exists if the organisation is looked upon as a social institution in which the employer the worker and the community and nation have equal interests. Several methods which are tried for ensuring workers' participation in management are :

1. Co-partnership : Under this method workers are involved in the share holding of the company for which they are working.
2. Suggestion Scheme : Suggestions are invited from workers to improve the working in the concern and agree to pay suitable reward to workers whose suggestions prove useful.
3. Employees' representation on board of directors.

4. Joint management Council.
5. Works Committees.

According to Dale, there are four degrees of participations:

1. Information Cooperation.
2. Advisory Cooperation.
3. Constructive Cooperation.
4. Joint determination.

According to V.G. Mhetral, there are 5 stages of participation.

1. Informative Participation.
2. Consultative Participation.
3. Associative Participation.
4. Administrative Participation.
5. Decisive Participation.

Cordial human relations and effective communication are pre-requisites for cordial industrial relations. Workers' participation mainly aims of attaining this objective. The objectives of the participation scheme are to achieve higher productivity, and production.

greater efficiency and job-satisfaction, improved industrial relations, better disciplines improved operation of safety measures of workers, welfare activities of workers, the development of the human personality and internal leadership, the creation of sense of belongingness and the establishment of harmonious industrial relations.

10. WORKS COMMITTEES :

Section 3 (i) of Industrial Disputes Act, 1947 has given the statutory recognition to works committee. The function of the works committees are to promote measures for securing and preserving amity and good relations between the employers and the workman. Work Committees deal with items like working conditions, basic amenities, safety and prevention machinery, administration of welfare funds, educational and recreational facilities etc.

11. JOINT MANAGEMENT COUNCILS :

Joint Management Councils were set up in accordance with the Draft Model Agreement between labour and management which was reached at a seminar on Labour Management cooperation held in New-Delhi in 1958. The general functions include the obligation to improve

the working conditions of the employees, increase productivity, assistance in the administration of laws and agreements.

12. COUNCILS :

A scheme of "Workers' Participation in Industry" at shop floor level was declared in October, 30th 1975. The functions of the council would be to increase production, productivity and overall efficiency of the shop.

13. JOINT COUNCIL :

The Joint Council would be a deliberate body to determine the overall activities of the undertaking and its general policy. The Joint Council would deal with the matters relating to (1) Optimum production, efficiency and fixation of productivity norms of man and machine for the Unit as a whole. (2) Functions of a shop council which have bearing on another shop as a whole and (3) Matters emanating from shop councils which remain unsolved.

R E F E R E N C E S :

1. Alak Ghosh : Indian Economy.
2. Abdul Aziz : Workers Participation in Management.

S E C T I O N - 'B'

HISTORY AND ORGANISATIONAL SET-UP OF THE STUDY :

An attempt has been made in the present section to trace the historical background of Solapur Division which is gaining vital value in the Central Railway.

Solapur is a well-known city in Maharashtra State having population 6 Lakhs 20 Thousand according to 1991. As the corporation has extended its limits of the City, an additional population of 88 Thousand 7 Hundred and 71 (88,771) is included. The overall population of Solapur city as on 5th May 1992 is 7,08,771. Solapur is well-known for the industries and railways. The maximum population of Solapur city consists of industrial labour and railway employees. At this stage, we would like to discuss the details of Solapur-Division.

SOLAPUR DIVISION :

Solapur Division consists of 646.92 kms. of Broad Guage line and 369.94 Kms. of Narrow Guage line. The main line from Pune to Gangapur Road and Daund to Manmad was carved out of the eastwhile of Great Indian Peninsula Railway and the main line from Gangapur Road to Wadi-Kurduwadi-Latur was the old Barsi Light Railway and

its headquarter was at Kurduwadi-Daund-Baramati (Narrow Gauge) line was another private line.

At the time of formation of Zonal Railways in 1953, Solapur Division, then consisting of only broad gauge line was with Central Railway. The narrow gauge line Miraj-Kurduwadi-Latur and Daund-Baramati were added to Solapur Division on 1st Jan. 1954. When South Central Railway Zone was formed on 2 October, 1966, Solapur Division (Excluding Daund-Manmad line, was with Bhusaval Division) was transferred to South Central Railway.

As a result of joint agitation by Railway workers and railway employees, a parliament Committee was appointed to go into the grievances of employees and the need to have Solapur as the headquarters at the Divisional level. There was lot of unrest and the citizens and the passengers declared a voluntary BOY COTT. As a result of agitation the committee appointed by the parliament started its deliberations. The report was submitted after the enquiry. As per its recommendations this division was again transferred under the control of the General Manager, Central Railway, Bombay from 2 October 1977. Divisional Head

is designated as Divisional Railway Manager and delegated with more powers. He was made fully responsible for all the sections with all authorities.

ORIGIN OF THE PERSONNEL DEPARTMENT :

In railway parlance in India, the personnel factor is of recent origin. With the changeover from the district to the divisional system, a separate personnel Department was formed on the Indian Railways. Under the divisional system, the Divisional Railway Manager is assisted, among other, by a Divisional Personnel Officer. The Personnel Officer deals with all personnel matters including recruitment, training, promotions, welfare and labour relations. The total Staff-Strength of Solapur Division as on 31-8-91 is :

Officers : 78 Group C-6972 Group D-7435.

Divisional Personnel Officer is the head of the Personnel Department. He is assisted by three assistant personnel Officer. One assistant personnel officer looks after the welfare section, the second assistant personnel officer is in charge of mechanical aspects of the organisation and the third assistant personnel officer deals with the matter related to traffic and transport.

Cases of settlement, issues of privilege passes and privilege ticket order, maintenance of students hostel for the railway employees, medical matters of employees, assistance to the staff, and court-matters are all in the preview of Personnel Department.

Employees consumer Credit Society is run by the Personnel Department where the loans are sanctioned to the employees for their well being.

R E C R U I T M E N T :

During the 19th Century and well into 20th Recruitment to the superior cadres was made in England and to the interior Categories by local administration. Railway service Commissions were constituted and started Functioning at Calcutta and Bombay. In 1947 and at Lucknow from October 1947. Gradually, the number of such service commissions has increased, some of which function at Allahabad, Bombay, Calcutta, Madras, Bangalore, Danapur, Gauhati, Muzaffarpur and Secunderabad. Before the formalisation of the recruitment procedure, children of railway employees used to be shown some preference in recruitment to the lower cadres of the service.

T R A I N I N G :

Training institutions on the Indian Railways may be divided into broad categories, those that serve the needs of the entire system and those that cater to the requirements of the zonal railways. The Premier institution in the first category is the Railway Staff College, Vadodara, which provides instructions and training for gazetted officers. It also offers a number of advanced and specialized courses, covering subjects as modern management, work study, public relations, marketing and sales, computer science for both executive and administrative officers.

At Jamalpur there is the Indian Railways school of Mechanical and Electrical Engineering, established in 1980, which trains apprentice mechanical and electrical engineers. The Indian school of Signal Engineering and Telecommunication, Secunderabad, established in 1957 trains signals and communication engineers both in gazetted and non-gazetted ranks. The Indian Railways School of Advance permanent way Engineering. Poona established on 1959, imparts higher technical training in permanent way to the officers of the civil engineering department of the Indian Railways and countries like Burma. Srilanka, East Africa, Nigeria, Swedan and Thailand. In 1971, it was renamed Indian Railways

Institute of Advanced Track Technology.

WELFARE FACILITIES :

Various welfare facilities are provided by the Railway to its employees.

1) HOUSING :

Initially there was no class-cut policy in regard to the provision of housing to railway employees. It was generally limited to gazetted officers and Europeans and Eurasian Staff.

The Mitra Committee recommended housing for skilled and unskilled workers, Junior and Senior subordinates.

2) MEDICAL AND HEALTH :

The practice of doling out medicines to the railway employees is practically as old as the Indian Railways. After Independence, the provision of full and free treatment became a statutory responsibility and the Railways gradually developed their own institutions.

3) CONSUMER CO-OPERATIVE SOCIETIES :

The consumers cooperative societies are functioning at Gulbarga, Daund and Solapur. The total membership of these societies is 2819 and the paid up share capital is 22,125/-.

4) STAFF CANTEENS :

Different kinds of canteens such as recognised canteens, non-statutory, statutory canteens and non-recognised canteens are run by this division.

5) SPORTS :

From the small beginnings as a part of the recreational facilities at the European Institutes in the early years of 20th century, sports activities on the Indian Railway have expanded so as to cover all classes of railway employees. Regular tournaments in major games such as football, hockey and athletic meets are held and railway teams participate in the national sports events.

6) DIVISIONAL STAFF BENEFIT FUND :

The committee decides cases of maintenance grant, reimbursement of cost of opticles and financial relief

to the widows of the education of their children.

7) S C H O O L S :

Schools are provided and maintained where the number of children are large enough to justify the employment of the teaching staff. Reimbursement of tuition fees for children of railway employees studying upto higher secondary stage leading to a threeyear degree courses.

8) PROVIDENT FUND :

A provident Fund, the object of which is to make some provision for employees against their retirement. At the time of retirement, an employee also receive special contribution to the provident Fund, for good and efficient service. Govt. introduced a Pension Scheme for railways men and created a pension Fund in 1964.

9) WOMEN'S SOCIAL SERVICE COMMITTEE :

The Women's Social service Committee of Solapur Division is functioning actively. Its main functions are to promote and encourage education amongst railway

employees, to celebrate national important days, to propogate family welfare and children welfare schemes, to provide amenties to patients, to promote library services, to raise funds, to sale tickets for fund, raising compaign and to provide other benefits to railwaymen and their families.

INDUSTRIAL RELATIONS ON SOLAPUR DIVISIONS :

Very cordial relations exist in the divisions with the recognised unions to the administration permanent Negotiation. Machinery meeting with these organisations are held regularly.¹¹ Informal meetings are also held to discuss certain issues and decisions taken by negotiations. Monthly meetings on payment cases with "Recognised Labours" are also held and payment items brought by the unions are discussed sepe-
rately and the target dates for clearance are fixed.

List of branches of National Railway Mazdoor Unions and Central Railway Mazdoor Sangh.

National Railway Mazdoor Union

Central Railway Mazdoor Sangh.

1. Wadi	1. Wadi
2. Shahabad	2. Hotgi
3. Solapur (M.S.)	3. Solapur (General)
4. Solapur (Running	4. Solapur (Openline)
5. Solapur (Openline)	5. Kurduwadi (Openline)
6. Daund (Loco)	6. Daund (Openline)
7. Kurduwadi (B.G.)	7. Puntamba
8. (Kurduwadi (N.G.)	8. Barsi Town
9. Daund (Openline)	9. Daund (Loco)
10. Belapur	10. Pandharpur
11. Ahmednagar	11. Ghorpuri
12. Ghorpuri	12. Ahmednagar

ROLE OF MANAGEMENT AND EMPLOYEES :

IN IDEAL EXAMPLE - MODEL STATION - SOLAPUR :

Solapur Station has been nominated from 1984 as model station. Fencing, additional landings, improvements in the circulating area for traffic control, modern type of furniture, gardens, indication signs and boards, coloured and white roof sheets and natural lighting are provided. The station has received awards for cleanliness. By these improvised facilities, Solapur station is looking

more neat and clean and attractive which is being praised by all travelling and local public. The upkeep and maintenance of the station premises are also being appreciated by all the inspecting officials.

R E F E R E N C E S :

1. G.S. Khosla : A History of Indian Railways.
2. G.M. Special : Solapur Division.

S E C T I O N - 'C'

The concept research is defined by Webster as a careful critical enquiry or examination in seeking facts for principles, diligent investigations in order to ascertain something.

In research it is both search and its repeated attempt. Research being an academic activity it is undertaken for the pursuit of specific goal attainment which is oriented towards human society through the help of both library and laboratory.

In social sciences, the promotion for research is within the framework of research methodology with

the aim of applying some theory or theoretical formulation. The motives of research are to gain knowledge to innotate new concepts, theories to understand, analyse and explore the phenomena, to know: the cause-effect relationship and to enjoy and improve the Society.

1. Selection of Theme & research
2. Title & preparation of Research Design
3. Aims & Objectives of the Study
4. Universe & Coverage of Study
5. Hypothesis
6. Pilot Study
7. Sanction of Permission of Finalisation
8. Methods & Techniques used in Study
9. Field work observations
10. Reading & Tabulation of Data
11. Presentation of Data
12. Report Writing
13. Bibliography

1) SELECTION OF THEME AND RESEARCH :

The theme aiming to understand field and concept of management, employee-management relationship at public sector, as well as in Government sector and applying methods in social research with social work perspective was indeed challenging task while selecting and finalising the topic of the study.

2) TITLE AND PREPARATION OF RESEARCH DESIGN :

"A study of Workers Participation" in management in Indian Railways with reference to Central Railway, Solapur Division was selected. A research design was prepared containing the mode of data collection.

3) AIMS & OBJECTIVES :

To study the progress of Indian Railways prior to independence & understand the role & contribution of Railways towards social change in Indian sub-continent.

2) To study Railways as an organisation after its nationalisation & to trace out functioning of the railways from labour-management. Perspective.

3) To find out the facts & policy regarding labour-participation in management as in vogue and as implied as per labour-legislation in India.

4) To investigate relevant aspects connected to workers participation in management in Indian Railways & prepare dissertation for M.Phil Degree in social work.

5) To present suggestions in the context of SW perspective towards improvement in employees' relationship with Indian Railways.

4) UNIVERSE & COVERAGE :

The dissertation titled 'A study of workers' participation in Management in Indian Railways with reference to Central Railway, Solapur Division. The study is confined to a selected sample of 100 workers from various departments, workers were interviewed from Gulbarga, Wadi, Daund, Kurduwadi, Hotgi, Ghorpuri alongwith Solapur.

5) HYPOTHESIS :

The idea and philosophy behind labour participation in management was to be studied. The existing legislation would be strengthened and the research would concentrate on presenting a workable model with reference to Indian Railways.

The Union Government was intending to introduce, the new legislation on Labour Participation in Management. The new legislation is yet to be introduced and hence this study is mainly exploratory and informative.

6) PILOT STUDY :

Prior to final permission from the proper authority in Central Railway, Solapur Division, a pilot study was carried out and modification in the questionnaire was made accordingly.

7) SANCTION OF PERMISSION AND FINALISATION OF THE TOPIC :

The final permission was granted by the "Chief Personnel officer (R) Bombay V.T. to carry on with the data collection. The topic entitled "A study of workers' participation in Management" in Indian Railways, with reference to Central Railway, Solapur Division was finalised.

8) METHODS AND TECHNIQUES USED IN THE STUDY :

A) Social Interviewing :

Data was collected with the help of the questionnaire from the respondents. The purpose of interview schedule is to maintain uniformity and order and to attain objectivity.

B) Group Discussion :

The researcher conducted group discussion with various important officials and necessary information was collected. Group discussion helps to get more information and ideas.

C) Case Study :

Some studies regarding some individuals was learned and important points were recorded.

9) FIELD WORK OBSERVATIONS :

A) Co-Operation and Response :

First of all, the research established rapport. Response during the initial stages were not adequate but

subsequently, the researcher was able to establish proper rapport and was able to get responses. The researcher was given good co-operation and responses were received.

B) Reservations and Criticism :

Respondents kept some kind of reservation while giving their views, about the topic. Some of the respondents were critical about the functioning of the workers' participation in management. The researcher was benefited by some valuable criticism about the scheme.

10) READING AND TABULATION OF DATA :

After the collection of data, a thorough reading was done. All the data was framed in tabular form and statistical tables were prepared.

11) PRESENTATION DATA :

After the collected data was presented in tabular form and statistical tables, the clear interpretation of the statistical table was done.

12) REPORT WRITING :

After presentation of data, the significant stage of research was writing the report which consisted the following points.

CHAPTER - I : Historical Resume of Indian Railways.

CHAPTER II : Key Concepts.

B) History and organisational set-up of Solapur Division.

C) Research Methodology.

CHAPTER III : Stastical Tables Analysis and Interpretation of Data.

CHAPTER IV : Findings, conclusions and suggestions.

13) BIBLIOGRAPHY :

This part consists of inclusion of the references and books referred for the composition of the project.

APPENDICE :

Various organisational set-up are given in this section. Some reviews are also given. Interview schedule is also given here. Maps of India, Central Railway and Solapur - Division are also attached.

REFERENCES :

1. C. R. Reddy :

: Research Methodology in Social Sciences.

LIMITATIONS OF THE STUDY :

The scheme by the Govt. of India for labour participation in management was originally framed in 1958. However its implementation was not accepted or done. This was the stage in our research discovered after pilot study. Secondly the finalisation of the topic was delayed for the want of written formal permission from appropriate authority of Railways and the awareness and applicability towards the implementation of scheme became our prime concern, time consuming processess in our study. The research we was unable to go in details through office records for both want of time and jurisdiction. Secondly topic being selected for M. Phil dissertation, through investigation at divisional or inter divisional level were expressed by aware respondents and the reseracher kind to fill in the gaps between information and experience acquired and task or challenges in participative management ahead. In a way the researcher tried to respond to the queries of employees and offered responses to their awarness instead of doing vice-versa.

The information both published and unpublished, that researcher faced certain difficulties about its use, however, tried to use the data and statistics published by union Govt. as and when felt to do so. In certain cases some references were not totally

suited, but for establishing both link and story of the nations being, the researcher was tempted to use and record such material.

The researcher at one stage realised the gravity of situation and tried to delimit the universe and coverage of the theme from a tangible research problem for PH. D. thesis and ultimately remained complacent to have it once for all M. Phil dissertation.