

C H A P T E R - I V

* FINDINGS,

* CONCLUSIONS AND SUGGESTIONS

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SUMMARY OF MAJOR FINDINGS CONCLUSIONS AND

SUGGESTIONS

This final and concluding chapter attempts to draw a summary and conclusions and make a detailed list of suggestions on the basis of the responses of the employees of the railways in the Solapur Division.

The findings and conclusions of the present survey are summarised below :

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SUMMARY OF FINDINGS, CONCLUSIONS, AND SUGGESTIONS :

1) DISTRIBUTION OF EMPLOYEES :

In all 6 different stations besides Solapur were represented in our study. The employees belonging to various departments, viz. Engineering, Operating, Commercial, Signal and Tecommunication and Personnel were taken into consideration. All the 6 stations represented their employees in all the above mentioned departments. The representation of outstation respondents in the study was seen as 24%.

2) RELATION BETWEEN EDUCATIONAL LEVEL AND DESIGNATIONS :

When educational level and designations were compared it was revealed that no direct connection was seen between the educational level and designations.

However length of service and qualification were additional consideration for seniority and promotion. There were personnel and welfare inspectors, supervisor besides personnel staff. The clerical work in railways is different and obviously there were 4 positions in the personnel staff such as junior clerk (Jr. Asstt.) Senior Clerk (Sr.Asstt.) besides there is a head clerk and office superintendent.

All these designations were granted initially by Railway companies primarily organised by the Britishers and later on dominated by Anglo-Indians or such communities which were absorbed in Urban region. The competence in railway service primarily depend on recruitment background technically experience and or qualification and limited promotions and unlimited transfers.

3) AGE AND LENGTH OF SERVICE :

It was revealed that 15% each were traced as having put in less than 5 years and 6 to 10 years. 23% of them were found as put in 11 to 20 years. 19% belonged to 20 to 25 years of service 14% have put in 26 to 30 years.

In all 14% were searched as having put in their services in the range of 30 to 40 years. The relationship between length of service and percentage of employees was indicative of age at recruitment. In railways recruitment being below 25 years of age, employees having put in more than 25 years were enumerated as per the age-range considered as fit for railway service i.e. 58 years of age or total length of 30 to 35 years of service. Our study revealed that 28% of employees having served the railway more than 25 years at a stretch.

4) RELATION BETWEEN AGE AND DESIGNATION :

The employees in office administration are to be considered as assistants in personnel since they are engaged in handling over matters connected with length of service, salary and designation is indicative of job-description of the post in short. The personnel department possesses all types of records while engineering and commercial are huge sections which are supposed to pull the load and gather the revenue in order to make the railways commercially capable of tolerating the damage, however the skillful task is to be borne by the sensitive department namely operating. In our study respondents having the designations such as TTE catering inspector and supervisor will also be seen represented. In fact the respondents having these designations are required to undertake the responsibility for performing specific jobs and

they incidentally maintain their position. However due to workload or awkward situation, the positions and designations do not always go together. In our study it was reflected that travelling without ticket may be crime but it was prerequisite to prove and establish that the passenger had not purchased ticket deliberately. In our study it was found designations were in majority in personnel staff.

5) AWARENESS AND IMPLEMENTATION :

Majority (68%) of respondents were aware about the scheme of workers' participation in management and 32% were not at all knowing of it. All the respondents feel that all the branches should implement the scheme.

6) EXISTENCE OF COMMITTEES :

It was seen that the works committees dominated the scene followed by a very short or few number of joint management councils.

7) MEMBERSHIP TOWARDS UNIONS :

There are two main unions namely, Central Railway Mazdoor Sangh and National Railway Mazdoor Union, whose membership was obtained as 35% and 31% of employees respectively. It was revealed that 21 incumbents were not members of any of the trade unions. They were not interested to participate in the trade union activities since the benefits derived by unionism were automatically available to them also.

8) MODES OF SELECTION IN COMMITTEES :

The data in relation to mode of selection of an employee on particular committee with the aim of extending the scope for undertaking managerial functions was sounded.

In all 3 questions were included to understand category, criterial and information about colleague participation in possible or existing situation. The selection for receiving an opportunity to work on the committee was primarily that of the railway administration. Secondly, our interest was in knowing the category of the employee and his length of service or experience besides technical or educational qualifications. To our enquiry mode of selection for supervisors, 87% have stated that it is from regular employee and no other consideration was known to them since

the matter vested with administration. In fact, the delegation on behalf of the employees on a particular committee was both precedence and practice.

However there was response to second question in the schedule, namely the criteria used for selection of an employee for managerial committee.

1/3rd of respondents have stated that educational background alongwith experience might be criterian for selection while majority (62%) of them have reported experience as the sole criterian before the administration for offering representation of an employee on the committee. The respondents in most cases were not knowing about the participation of any colleague and or friends from their department

who was currently functioning as representative on such committee.

9) AWARENESS AND INVOLVEMENT OF EMPLOYEES TOWARDS PARTICIPATION :

We tried to understand awareness as well as involvement of employees towards participation and the scope for it was sounded with the help of questions incorporated in the schedule. We anticipated that still there is scope for effective, participation on the part of employee who was working with the organisation decade after decade. Formal education was traced as majority. Incentive schemes was the main inclination for the scope of participation. The extent of participation of the employees in the welfare affairs was seen in majority.

10) SCOPE OF ACTIVITY OF EMPLOYEES' DELEGATE :

In fact the responses indicated by the respondents were the aspirations cum suggestions about the role of their representative working on railway committee.

11) INFORMATION AND AWARENESS OF WORKERS' DELEGATE :

It was learnt that except union matters the sphere of activity where in the workers' representative can work were limited. Union matters dominated the interest and scope for active participation as regards to the role of railway employees' representative on management. Other national issues and strike were also the issues of concern. Discipline and Finance were indicated by the rest respectively.

12) OPINION ABOUT FUTURE OF WORKERS' PARTICIPATION
IN MANAGEMENT IN INDIAN RAILWAYS :

As the computers are used for operation, reservation, production and betterment, the respondents feel that the representation of the employee is a must. They feel that the delegate of employees would ease day-today problems and will be able to guide them properly. The respondents thought that in the future there will be reduction in manpower as machine power is increasing but at the same time indicated that manpower is essential to operate the machines. Despite utilisation of computers, it is deplored now that manpower does keep pace with machinisation.

SUGGESTIONS :

Railway administration administrators through their officers and supervisors while making the workers discharging their jobs to the satisfaction of the administration.

Unless and until the executive officers understand the problems of the workers and so also the workers understand the problems and authorities of executives, no good work can be turned out. The best solution for better results is to know when the shoe pinches while discharging each others duties.

The railway authorities are very much conscious about welfare of their workers as they know very well that satisfied workers turn out to be good workers. Railways are always one foot

ahead in introducing advanced schemes to uplift the workers position in all fields of life. To begin with, railway administration conducts special training courses through their zonal training schools, divisional seminars and specific local training centres, giving full knowledge of the employees job. So also during the service, refresher courses are conducted to enable the workers to be intouch with the latest-knowledge of the work. Workers' participation in management helps to liquidate the hatred if any in the mind of the workers towards the management authorities. By sitting in a committee by the side of the management respresentative, the workers' Representative feels a sigh of relief and becomes more free to discuss the hindrance if on the part of workers and so also understands the difficulties of railway authorities to accept certain unsoluble difficul-

ties which workers might put problems are discussed, agreeable solutions are found, maximum permissible benefits are given to workers and maximum efforts are put to increase the production by maximum possible capacity of the workers for the benefit of each other.

The researcher during his research work has seen and understood the present practices followed in the railways and would humbly like to put below a few suggestions.

To be honest to the spirit of workers' participation, it is suggested that the individual who will represent the workers should be so selected from amongst the workers that he should be able to understand the functioning of administration, rules and regulations of railways and should also be leader of the workers. There should be a laid

out procedure of being selected from amongst the workers by voting. It naturally goes that he should be literate leaders qualities. He should be given his office with a specific period of 2-3 years duration, workers should have power of calling him back if found unsatisfactory but the administration may have no power to discontinue him on account of any dispute of otherwise. Workers are still fearing about the besuracratioic type of management and the delegate of the employees should try to clear the doubt and create confidence in workers.

- 1) There should be an atmosphere which is free from psychological.
- 2) The Management should provide security of job.

- 3) Workers' and managements' representatives should be educated.
- 4) Trade Unions should be strengthened.
- 5) Communication gap should be eliminated.
- 6) Collective bargaining should be promoted.

VIEWS AND SUGGESTIONS OF UNION LEADERS AS RECORDED
BY THE RESEARCHER :

The Union leaders of both unions i.e. Central Railway Mazdoor Sangh and National Railway Mazdoor Union produced their views about the scheme of the workers' participation in management and also gave their valuable suggestions for the improvement of the scheme in the future. The same views and suggestions were recorded by the researcher and are produced here.

The both unions of Solapur Division participate in management functions like the framing of the personnel policies. In Solapur Division this is a procedure that unless the unions have been consulted by the management or administration, nothing is done on any of the issue. Constant of the unions is very necessary for giving a decision on the policy matter by the administration.

The Unions or the labour organisations always participate in such policies which are connected with manpower planning and recruitment. Whenever there is expansion in manpower, the labour organisations act very intelligently in framing the rules and regulations. The administration consults the unions to know about the recruitment also. If there is surplus staff, the decision of absorbing them in a proper manner is taken by the management only after a mutual consultation is done with the labour organisations.

The workers are always united to fight for a particular cause which is against their job. Whenever a problem arises of a single worker also the problem is considered as a problem of all and they all combined in an undivided manner to solve the problem. Workers are always collective in getting their benefits and are they are always participating in all activities.

The Unions participate in all the important management functions. Now a days it has become a process for the management to consult the Unions before deciding anything.

There are certain committees which are formed by the administration and representatives of both the recognised labour organisations are taken on the body to take decisions and actions. Certain Committees are the tools of negotiating between the administration and the labour organisations. The problems are eased out by the formation of such committees.

It is the policy of the Government that unless the labour or worker puts something and make great efforts, nobody will get anything automatically. Hence it is the tendency of the Government that provisions should be given to

the workers community only after they achieve something from the worker. Efforts of the workers are paid by the Government by providing welfare facilities to the workers community.

Now-a-days Government offices are run by the management with consultation of labour organisations. There are Government instructions to the administration to consider the views and suggestions of the recognised labour unions before taking any decisions.

The participation of the workers in the management is very meaningful. The administration can avoid all sort of bad activities of workers. The bad elements of the workers can be wiped out by the participation of the workers in the management where the ideas and views are exchanged and some sort of new material is added to the knowledge of the workers.

The scheme of workers' participation in management is very useful. The administration cannot take any decision immediately against the workers. This will remain peaceful in the railways. The railways can avoid strike and other sorts of bad elements by taking the workers into faith.

The union leaders of Central Railway Mazdoor Sangh and National Railway Mazdoor Union suggested that in future the procedure of workers' participation in management must be followed strictly in all the Government Offices, it may be State Government or Central Government. This scheme is very useful from the management side as it will avoid complications and all sorts of trouble regarding the labour. It will increase the productivity and the administration will be functionally smoothly.

The problems of workers, may be social, economical, or psychological will be solved in future with the help of this scheme. The labour problems will be cleared and a smooth way of work will be seen. There will be no strike, gherao and bandh for the achieving the targets and getting benefits of the workers. The collective bargaining should be promoted. The most important thing is that the representatives of both management and worker should be educated. Trade or labour unions should be strengthened. Faith of the workers in their representative is very necessary and also the representative should be able to convey, their views to management, solve the problems and to fight for the welfare of the workers. He should be of sound intelligence because his consultation with administration is essential.

Hence in future the scheme should be made compulsory everywhere as to minimise the tensions of labour-management, to achieve maximum results and to boost up nations production. It will be useful in improving labour-management relationship. A peaceful life of the workers, the administration and the nation can be easily achieved.



VIEWS AND SUGGESTIONS OF THE REPRESENTATIVES OF THE
MANAGEMENT AS RECORDED BY THE RESEARCHER :

The representatives of the management were contacted and the researcher had a discussion with them on the topic 'Workers' participation in management. The representatives of the management put forth their views of the scheme and produced some valuable suggestions for the improvement of the scheme to make it more effective.

As per the instructions of the Government, the management has to conduct regular meetings with the delegates of the workers and have thorough consultation with them before framing any policies. The policies include planning of the manpower, recruitment procedure about various categories of workers and the retainment procedure.

The administration takes the delegates of the workers into confidence before giving promotion to the worker. The past achievement, the present job activity and the experience and skill of the workers are considered before providing promotion to the workers. If the worker is to be transferred from one place to another on promotion basis or on same level or position, the administration consults the workers' representative.

The administration is very kind to the worker. The management provides all types of security to the workers for the sake of safety. Workers working in loco sheds or diesel sheds are provided with goggles and helmets. Workers use gun-boots also as a part of safety measures. Safety of the workers is the prime thing for the management.

The administration provides all types of welfare facilities to the workers. The administration takes care of workers in giving them housing facilities, providing loans for the building and purchasing vehicles. Schooling of the children of the workers are taken care by the management. These all welfare facilities are done by the management with the help of workers' representative.

Medical facilities are essential as the workers risk their life. Management will be healthy only if the labour community is sound, fit and healthy.

It was seen that the delegates of the workers play an important role in the decision-taking process. Even though the representatives of the management are educated and have knowledge about the rules and regulations, the workers' represen-

tative is more upto date and has enough knowledge regarding the laws.

There is a machinery for solving the employment problems of the workers. The representative of the management suggested that the Joint Management Council should be held regularly. The frequency should be minimum. Whenever any decision or action is taken by the committee, the action should be implemented. There will be no use in just taking a decision and keeping it aside. It should be implemented and followed in the right manner. In Joint Management Council, the representatives of both the recognised labour Unions should be taken into confidence.

The administration should create an atmosphere where each and every worker comes forward to take active part in the management. The

administration should have faith in the workers and the workers should have faith in the management.

By active participation of the workers in the management, there will be improvement in the production and manufacturing process. The community will be free from labour problem and the nation will prosper. The communication channel is one of the vital aspect in the improvement of workers' participation in the management matters. Hence this channel is to be used frequently and gaps and obstacles should be removed. Simple get-together of the managements' representative and delegates of the workers are necessary to create oneness and create a happy atmosphere.

The Solapur Division enjoys a sound and healthy atmosphere. Strikes can be removed totally after the consultation. The two unions of this division

viz. Central Railway Mazdoor Sangh and National Railway Mazdoor Union should consult themselves and share the suggestions about the problems of the workers. Friendship among the unions is a must.

An agitation was in process for three weeks for the conversion of Solapur Division from South Central Railway to Central Railway in the year 1977 jointly by citizens of Solapur and the employees of the Railways. After an enquiry by the Parliamentary committee, the Solapur Division was handed over to Central Railway on 2nd October 1977. This was a peaceful agitation in the history of Indian Railways. The last fifteen years have shown cordial relation between the labour and administration and the same will continue in the future.

Workers participation is very meaningful and useful one as it increases the productivity, minimizes the tensions and problems, improves labour-management relationship, avoids all sorts of complications and leads a peaceful life of the workers, administration, community and as well as the nation.



DEPARTMENT OF SOCIAL WORK

WALCHAND COLLEGE, SOLAPUR.

RESEARCH STUDY PROGRAMME

A study of Workers Participation in Management with
Reference to Indian Railways, Central Railway,
Solapur Division.

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B.A.M.S.W.L.L.B.

Name of Research Guide : Prof. DR. G.V. DINGRE,

M.A. Ph. D.

PERSONAL BIO-DATA :

- 1) Name :
- 2) Age :
- 3) Educational qualification. : Secondary/College/Technical/
Post Graduate.
- 4) Designation :
- 5) Occupational status :
- 6) Date of Joining :

- 7) Total length of service :
as on 1-1-1992
- 8) Remaining service :
- 9) Are you a member of :
any Trade Union : Yes / No.
- 10) Name of your Union to :
National Affiliation
- 11) Are you aware that :
there is a scheme for
workers participation : Yes / No.
in Management.
- 12) Whether it is Practi- : Yes / No. / Do not know
sed now.
- 13) If yes, how it could :
be implemented in
Railway organisation :
- 14) In which Branches/ :
Sections it should
be implemented :
- 15) Whether the following : Works committee Joint
Committee procedures : Management Council/Shop
are in existence : Council/Any other.

MODE OF SELECTION IN COMMITTEES :

- 01) .How selection is done for: Supervisor/Officer/An
Following categories : employee.
- 02) Criterian for selec- : Education/Experience/
tion : Department/Employment
: Exchange/Indirect.
- 03) Whether any of your :
Colleague senior is : Yes - No - Do not-know
selected on such :
committee.

PROPOSAL FOR EFFECTIVE PARTICIPATION :

01. Suggestions for effective Participation : Formal Education/Refresher Courses. Participation : Training any other Specify.
02. How inclination towards Participation be created : Incentive Scheme/Money/ Status/Encouragement/ : Delegated Powers.
03. Extent by Participation Management : Welfare Affairs/Administration/Job adjustment/ : Suggestion/Health and Security Measures/Any : other.
04. Whether workers Participation would ease the problems of organisations? : Yes / No. If yes which way. :
05. Whether the representative are entitled to convey their free and experienced opinions? In which the following matters. : Transfer/Promotion/ Grievance/Union matters.
06. Whether representative working under workers participation in Management are informed about : Finance/Shopfloor work/ Discipline Public Relations/ Trade Union Activity/Work stoppages/Token Protest Against Administration/ : National Issues.

OPINION ABOUT MANPOWER/MACHINE POWER :

01. Do you think that in future should be reduction in manpower machine power in Railways. : Yes / No
02. How

FUTURE OF WORKERS PARTICIPATION IN INDIAN RAILWAYS :

01. When computers are used :
for operation reservation :
production and betterment :
what is the role of the :
representative of the :
workers in the railways :
administration. :
02. Do you think that machine :
power is not proper sub- :
stitute for manpower. :
Please offer your sugges- Yes / No.
tion. :
03. Any other observations :
you would like to give :
about the working of the :
scheme of workers partici- :
pation in management in :
Railway Organisation ? :

DATE :

PLACE :

R E S E A R C H E R