

## CHAPTER - TWO

### Methodology

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## Chapter : Two

### 2.1 Objectives of the Study :

The primary objectives of the study are :

- a) A critical study of human resources employed in Railway Workshop Hubli through the study of organisation structure and cadre classification of it's employees.
- b) To study the practices followed in respect of recruitment, training and payment of salaries, wages, bonus and incentives, provision of employees fringe benefits, and methods of workers participation in management, in Railway Workshop Hubli.
- c) To study the role played by trade unions and Railway Administration in maintenance of peaceful industrial relations in Railway Workshop Hubli.

### 2.2 Methodology :

The study is based upon shopwise survey through questionnaires followed by personal interviews with the management and cross sections of different categories of employees.

Three sets of questionnaires were addressed; viz. management questionnaire; workers' questionnaire and Union questionnaire, to elicit information regarding the policies, procedures and practices adopted in connection with manpower planning salary and wage administration, transfer and promotion,

employee training and development, social securities and labour welfare amenities, workers participation in management trade union and industrial relations. The findings from responses to these questionnaires constitute the main content of this study.

The enquiry addressed to workers were designed to ascertain their opinions with respect to practices and policies regarding recruitment and selection, wage and salary administration, training and development, promotion and transfer, workers participation in management, workers fringe benefits, trade unions and labour management relations etc.

The informations so gathered from workers are used to provide check on the information provided by the management. In all 100 workers were contacted through questionnaire to derive necessary informations. Care was taken to include employees of different age groups, experience and of different categories belonging to different shops.

The break up in this respect is given in the following tables.

Table No. 2.1  
Age of employees

Age in years	No. of workers
20-30	20
30-40	23
40-50	19
50-58	38
Total	----- 100 -----

Average age being (  $\frac{22 + 58}{2}$  ) = 40 years

Table No. 2.2  
Experience of employees

Experience in years	No. of workers
Less than 5 years	12
5 to 10 years	16
10 to 15 years	13
15 to 20 years	6
20 to 25 years	6
25 to 30 years	30
30 and above	37
Total	----- 100

Table No. 2.3  
Salaries of employees

Salary in rupees	No. of workers
Less than Rs.1000	3
Rs.1000 to Rs.1500	45
Rs.1500 to Rs.2000	31
Rs.2000 to Rs.2500	17
Rs.2500 and above	4
Total	----- 100

Questionnaires were addressed to workers working in Machine Shop, Carriage shop, Wagon shop, Boiler shop, Smithy shop, erecting shop, Planning Section, information section etc.

Out of 100 employees, 72 were weorkers, 26 clerks and superintendents and 2 female clerks, were interviewed, through questionnaires. The Railway Administration was helpful and made necessary arrangements with the help of shop superintendents to carry the work of interviewing the workers. Workers were encouraged to give their free and frank opinions without any inhibitions and fear, and the workers responses were found to be quite encouraging.

Similarly the representatives of employees unions were also covered through Union Questionnaire". Out of five trade unions, two unions were recognised, and informations were collected from the recognised unions only, because they represent nearly 90% of the workers employed in the Railway Workshop Hubli.

The enquiries designed to ascertain the attitudes of the trade unions with regard to labour-management relations, and their opinions regarding the procedures and practices in regard to recruitment, transfer and promotion, employee training and development, wage salaries incentives and bonus, employees fringe benifits, working conditions, workers participation and union management relations. In our survey the facts are true to some extent and the findings as analysed from responses also did not indicate any serious impact of adverse union attitude towards such procedures and practices as explained above.

### 2.3 Definitions :

It was necessary for purposes of this study to describe and define the term "Railway" in the same terms as it has been defined under the "Indian Railways Act", of 1890.

The term "worker" with reference to worker as defined under the Factories Act 1948. Both technical and clerical and administrative staff were covered in our study. The clerical staff were differentiated as those engaged in clerical and office work of different kinds not directly engaged in any manufacturing process etc.

Chargemen and foremen generally have the responsibilities of getting the work done through subordinates engaged in different shops and sections.

Middle level management having ranks higher than those of supervisory staff have been included in the category of managerial personnel.

The terms Railway Administration and Railway management have been used synonymously to mean one and the same.

#### 2.4 Limitations :

Railway activities in Hubli are carried through Divisional offices, Railway workshop, Loco shed, Goods shed and Parcel office, Railway station, signal and communication section and Railway General Stores etc., which in all employ about 12000 workers. But this study pertains to Railway Workshop Hubli only.

The study and its findings are primarily based on the informations elicited through questionnaires and references obtained from Railway brochures issued from time to time pertaining to the activities of railway workshop Hubli.

### Plan of Study

Having discussed about introduction organisation and history of establishment of Railway Workshop Hubli, we discuss the objectives, methodology, definitions of terms and limitations of the study in second chapter.

Employee recruitment, promotion, wage and salaries, bonus, labour welfare, workers' participation, trade union and Industrial Relations in the third chapter as reference connected to the study of human resources in general. The Fourth chapter deals with collection, interpretation and analysis of the data undertaken for the purpose of this study.

The Fifth and concluding chapter incorporates the findings of the study and the same is concluded by substituting suitable suggestions for the purpose of improvement of the existing Peaceful Industrial Relations in the Railway Workshop Hubli.