**INTRODUCTION**

**1.1 INTRODUCTION TO HUMAN RESOURCE:**

The term Human Resources is quite popular in India with the institution of Ministry of Human Resources Development in the Union Cabinet. But most people may not know what exactly the term human resource means.

According to Leon C. Meg gin son, the term human resource can be thought of as the total knowledge, skills, creative abilities, talents and aptitudes of an organization's workforce, as well as the value, attitudes and beliefs of the individuals involved.  The term human resource can also be explained in the sense that it is resource like any natural resource. It does mean that the management can get and use the skill, knowledge, ability etc.., through the development of skills, tapping and utilizing them again and again. Thus, it is a long term prospective whereas personnel are a short term prospective. Human resources are also regarded as human factor, human asset, human capital and the like.  The terms labor and manpower had been used widely denoting mostly the physical abilities and capacities of employees.

The term personnel had been used widely in the recent past to denote persons employed in any services.  Thus, this term denotes the employee as a whole but it does not clearly denote various components of human resources like skill, knowledge, values etc.

**1.2 NATURE AND SCOPE OF HUMAN RESOURCE:**

People in any organization manifest themselves, not only through Individual sections but also through group interactions.  When individuals come to work place, they come with not only technical skills, knowledge, but also with their feelings, perception, desires, motives, attitude, values.  Therefore, employee management in an organization does mean Management of not only technical skills but also other factors of the human resources.

 In the management of 5Ms, men, machine, material, and methods the men is Only fundamental but also dynamic and challenging management of human Resources included guiding human resources into a dynamic organization that attain its objectives with a high degree of morale and to the satisfaction of those concerned with it. The concept of human resources development assumes immense importance as it plays vital role in meetings the challenging Requirements of highly skilled and competent human resources due to globalization. The maintenance of industrial peace plays vital role as Indian economy cannot afford industrial unrest in the context of global competition.

**NEED FOR THE STUDY:**

The study on quality of worklife (QWL) in South Central Railway (SCR) is essential for several reasons. First, SCR employs a diverse workforce, and understanding their QWL can help identify factors that impact employee satisfaction, productivity, and retention. Second, improving QWL can lead to enhanced organizational performance, as satisfied employees are often more motivated and productive. Third, focusing on QWL is crucial for promoting a supportive work environment, especially in a sector as demanding as railways, where employee well-being directly influences operational efficiency and safety. Finally, by addressing QWL issues, SCR can attract and retain talent, fostering a positive reputation and competitive advantage in the job market.

**SCOPE OF THE STUDY:**

The scope of the study will include an in-depth analysis of various aspects of QWL within SCR. This will encompass factors such as job satisfaction, work-life balance, career development opportunities, benefits, workplace safety, and employee relations. The study will focus on both quantitative and qualitative methods to gather comprehensive data from employees across different departments and levels within SCR. Geographically, it will cover the entire South Central Railway zone, ensuring a broad representation of employee experiences. Special attention will be given to understanding how different demographic factors (age, gender, job role) influence QWL perceptions and outcomes.

**OBJECTIVES OF THE STUDY:**

1. To study the quality of work life among employees at South Central Railway (Vijayawada).
2. To analyze the level of employee satisfaction with the salary structure provided by the organization.
3. To evaluate employee satisfaction with the working conditions provided by the organization.

**RESEARCH METHODOLOGY:**

Methodology is a systematic procedure of collecting information in order to analyze and verify. The collection of information is done two principles, viz.

1. Primary data
2. Secondary data

**PRIMARY DATA:**

 Responses collected with the help of the schedule administered to the employees and management of South Central Railway is the main primary source of data for this research work. The primary data are collected in three phases. In the first phase, the purpose and objectives of study are explained to them and requested to go through the schedule thoroughly. In the second phase, doubts of the respondents about the contents of the schedule, if any are clarified. In the third phase, the filled in schedules are collected from the respondents by holding further discussions to elicit additional information.

**SECONDARY DATA:**

 The secondary sources of data are collected from the magazines, journals; bulletins wed sites and annual reports, etc., published by the organization.

 In addition to these, several structured interviews, and unstructured interviews, have also been conducted with experts on the subject and also a number of persons who are connected in one way or other, either directly or indirectly to know about the quality of work life of the employees.

**SAMPLE SIZE:**

 The sample size was put to 100 chosen from various functional areas of the organization/ Stratified random sampling system has been followed to select employees of Security Department, South Central Railway (Vijayawada).

**RESEARCH INSTRUMENTS:**

**Personal Interview** : Schedules where administered personally for collecting the data

**Questionnaire**  : The questionnaire comprises of closed-ended questions and open

 ended questions.

**STATISTICAL TOOLS USED:**

* Bar Charts
* Tables

**LIMITATIONS OF THE STUDY:**

The schedule used for the purpose of collecting the opinions of employees has the following limitations.

1. In the process of data collection some of the respondents have expressed difficulty in answering the schedule.
2. Sub-staff personnel have been excluded from the study as it is assumed that they lack comprehensive view to respond.
3. The present study is confined to a sample of employees in South Central Railway, Vijayawada.

 **INDUSTRY PROFILE**

 **INDIAN RAILWAYS:**

****

**"Indian Railways.... the golden Era"**

**Type** : Department Undertaking of the Ministry of Railways

**Industry** : Railways & Locomotive

**Founded**  : 16 April 1853

**Head Quarters** : New Delhi, India

**Area Served**  : India

**Key People**  : Mamata Banerjee (Union Railway Minister)

 E. Ahamed & K.H. Muniyappa

 (Ministers of state for Railways)

 S. S. Khurana (Chairman, Railway Board)

**Services**  : Rail Transport

**Revenue**  : Rs. 931.59 billion

 (US$ 19.13 billion)

**Net income**  : Rs. 951 Crore (U$214m)

**Employees**  : 1,600,000 (2009)

**Parent Company** : Ministry of Railways, Government of India

**Divisions**  : 16 Railway Zones (excluding Konkan Railways)

**Website** : indianrailways.gov.in

Railways were first introduced to India in 1853. By 1947, the year of [India's independence](http://en.wikipedia.org/wiki/Independence_of_India%22%20%5Co%20%22Independence%20of%20India), there were forty-two rail systems. In 1951 the systems were nationalized as one unit, becoming one of the largest networks in the world. IR operates both long distance and suburban rail systems on a [multi-gauge](http://en.wikipedia.org/wiki/Dual_gauge%22%20%5Co%20%22Dual%20gauge) network of [broad](http://en.wikipedia.org/wiki/Indian_gauge%22%20%5Co%20%22Indian%20gauge), [meter](http://en.wikipedia.org/wiki/Metre_gauge%22%20%5Co%20%22Metre%20gauge) and [narrow](http://en.wikipedia.org/wiki/Narrow_gauge_railway%22%20%5Co%20%22Narrow%20gauge%20railway) [gauges](http://en.wikipedia.org/wiki/Rail_gauge%22%20%5Co%20%22Rail%20gauge). It also owns [locomotive](http://en.wikipedia.org/wiki/Locomotive%22%20%5Co%20%22Locomotive) and [coach](http://en.wikipedia.org/wiki/Coach_%28rail%29%22%20%5Co%20%22Coach%20%28rail%29) production facilities.

The introduction of Railways in our country has taken place at the juncture when the transportation system in our country was primitive with the introduction of Railways the transportation system and it changed a lot. It was in 16th April, 1953. When the first train was steamed of from Bombay to Thana. A stretch of 34 Kms. At present it is having a route length of 62.915 Kms. Indian Railways is not only the biggest public sector undertaking in the country but also the biggest utility concern. "Indian Railway" is largest in Asia and fourth in the world.

 Since its introduction the "Indian Railway" is still continuing to be the predominant in Transportation. In the initial stages the administrative control of Railways in India was in the hands of the public works departments. But in 1903, the Robertson committee recommended for separate board for the Railways. This Board come into begin in February 1905 with authority to manage the Railways of India on the basis of Commercial principles.

 The Board was initially in the hands of Ministry of Commerce and Industry but was late transferred to Ministry of Transport and communications. After Independence, the Railways are under the direct control of the Ministry of Railways assisted by the Railway Board in the matter of policy and decision making. For administrative convenience the Railways, Board re divided in 16 zones. Every zone is headed by a "General Manager" the zones the further divided in to different divisions and various departments for the better management.

The Indian Railways is the principal mode of transport in our country. In 150 years of its existences it has successfully adopted to the charging need of Transportation of goods and passengers in the country. Every year Indian Railway carries over 11 million passengers per day and lifted more than a million tons of freight traffic daily on network spread over 62,915 route Kms covering 7,068 stations.

The railways networks consists of Board gauge and Narrow gauges totaling a length of 1,08,336 track Kms. Gauge wise breakup on 31st March, 2006 and zones and their respective head quarters, jurisdiction of Divisions.

**Particulars of gauge wise length of Railways lines in India.**

In additional zonal railways cited above the following production units and projects are functioning directly under the control of Railway Board.

* Integral Coach Factory - Chennai
* Chittaranjan Loco Motive Works - Chittaranjan
* Diesel Locomotive Works - Varanasi
* Rail Wheel Factory - Bangalore
* Railway Coach Factory - Kapurthala
* Diesel Loco Modernization Works - Patiala

 Rolling stock companies of Steam Engines diesel and electric & Diesel hydraulic Engines stationed at various loco sheds.

 In Southern Railways, we have following the Diesel Shed & Electric Sheds.

 Erode Diesel Sheds, Golden Rock (Work Shop), Krishnarajpuram (Bangalore)

 Electrical Shed : Arakonam

 South Central Railway : Kazipet, Guntakal, Moula-Ali

 Electrical Shed : Vijayawada, Lalaguda

 Manufacturing units for diesel locomotives at Varanasi (Diesel Locomotive Workshop) for Electrical (Chittaranjan Locomotives Workshop) and ICF for coaches (Integral Coach Factory), Kapurthala coaches manufacturing Railway Wheel factory at Bangalore.

**RAILWAY ADMINISTRATION:**

The Ministry of Railway functions under the guidance of the minister of Railways, assisted by the Minister of State for Railways. The day-to-day affairs and formulation of policy are managed by the Railway Board comprising of a Chairman, five other function members and a financial commissioner. The chairman of the Railway Board is the ex-office Principal Secretary and each of the other fine functional members are the ex-office Secretaries to the Government of India.

**HISTORY AND ORGNISATION OF RAILWAYS:**

**INDIAN RAILWAYS: NATION'S LIFE LINE**:

Indian Railways have continuously influence the social, economic, cultural and political life of the people. Some of the important aspects of this influence are increased mobility of the common man, bringing together people from all castes, communities and religions, growth trade and commerce development of industries, equalizing price line, urbanization, employment generation, rural development, help in spread of education, contribution to national exchequer, influence on literature, poetry, music files etc., Thus, Railways have become Nation's life line.

**THE BIGGEST ORGANISATION:**

 Indian Railways are the biggest organization our country with 14.12 lakhs of employees, 63,332 route kilometers traversing from Okha to Murkong Selekand Udhampur to Kanyakumari, 6,974 Railway stations, a fletch of 8,025 locomotives, 50,080 passenger and other coaches. 2, 07,176 goods wagons, carrying 5,725 million originating passenger traffic and 682.4 million metric tons of originating goods traffic. If has a total investment of

1, 12,180.41 Crore rupees.

**BRIEF HISTORY:**

 The first train in the world was run between Stockton and Darlington in England in 1825. In 1844, R.M. Stephenson submitted a proposal to East India Company to start the Railway system in India and it was accepted. The first contract was given to East Indian Railway Company in 1849. Later, great Indian peninsular Railway Company and other companies were given similar contracts in different parts of India. The first train ran on 16th April 1853 from Porbunder to Thane followed by the second from Howrah to Hooghly on 15th August 1854.

The development in Railways in India has passed through various phases which are broadly as under:

 1) Guarantee System - 1849 - 1869

 2) State Construction - 1869 - 1882

 3) Modified Guarantee - 1882 - 1924

 4) Nationalization - 1924 - 1948

 5) Integration and Regrouping - 1948 - 1951

 6) Era of Planning - 1951 onwards

**RAILWAY'S MANAGEMENT:**

 Initially, the Board of Directors in England had an agent in India for supervision and control over the companies. The Government appointed advisory engineers and auditors. In 1855, Railways were placed under Public Works Department. A railway branch was organized under PWD in 1869 and a State Railway Directorate in 1874. Ultimately, the Railway Board was organized in 1905. The separate Ministry of Railways was formed after independence.

**RAILWAY BOARD:**

 Railway Board is the apex executive body which administers, directs ad supervised the functioning of the Railway system. The Board functions under the Minister for Railways and is headed by the Chairman, who is equivalent to Principal Secretary to Government of India. The other members are (1) Financial Commissioner, (2) Member Staff, (3) Member Traffic, (4) Member Mechanical, (5) Member Engineering and (6) Member Electrical. The Board has several directorates. Major directorates are headed by an Advisor. Health Services and RPF directorates have Director Generals. They are assisted by Executive Directors, Directors, Joint Directors etc.

**A. Board's Attached and Subordinate Offices etc.**

 (1) Research Design and Standards Organization, Lucknow

 Note: w.e.f.01.01.'03, RDSO has been declared to be a Zonal Railway with headquarters at Lucknow.

 (2) Railway Liaison Officer with the Directorate General of Supplies and Disposals.

**B. Subordinate Offices:**

 **(1) Railway Recruitment Boards:**

 At Ahmadabad, Ajmer, Allahabad, Bangalore, Bhopal, Bhubaneswar, Mumbai, Calcutta, Chandigarh, Guwahati, Gorakhpur, Jammu&Kashmir, Chennai, Malda, Muzaffarpur, Patna, Ranchi, Secunderabad and Thiruvanthapuram.

**(2) Centralized Training Institutions:**

 Railway Staff College, Vadodara, Indian Institute of Civil Engineering, Pune, Indian Railways Institute of Signal Engineering and Telecommunications, Secunderabad, Indian Railways Institute of Mechanical & Electrical Engineering, Jabalpur, Indian Railways Institute of Electrical Engineering, Nasik, Indian Railway Institute of Transport Management, Lucknow.

 **(3) Production Units:**

* Chittaranjan Locomotive Works, Chittaranjan
* Integral Coach Factory, Perambur, Chennai
* Diesel Locomotive Works, Varanasi
* Rail Wheel Plant, Bangalore
* Diesel Component Works, Patiala
* Railway Coach Factory, Kapurthala

**Other Organizations:**

* Metro Railways at Calcutta, Mumbai and Chennai
* Circular Railway Project, New Delhi
* Central Organisation for Modernization of Workshops, New Delhi,
* Central Organisation for Railway Electrification, Allahabad
* CRIS, New Delhi,
* Indian Railway Conference Association, New Delhi
* Railway Transport Museum, New Delhi

Commissions, Tribunals etc.,(Not under the Ministry) commissioner for Railway safety with offices at lucknow ,Calcutta ,Bangalore and Mumbai; Railway Rates Tribunal, Chennai, Railway claims Tribunals, Railway Audit Organisation and other Commissions etc., organizes from time to time.

**Undertakings under the Ministry:**

* Rail India Technical and Economic Services Ltd (RITES)
* Indian Railway Construction Company Ltd (IRCON)
* Indian Railway Financial Corporation
* Indian Container Corporation Ltd.
* Konkan Railway Corporation (CRC)
* Centre for Railway Information Systems (CRIS)
* Indian Railway Catering and Tourism Corporation Ltd.(IRCTC)
* Rail Tel Corporation of India
* Rail Tel Vikas Nigam Ltd.(RVNL)

**ZONAL RAILWAYS:**

The Indian Railways were divided into 09 zones.

---------------------------------------------------------------------------------------------------

Name of Railways Formed on HQ Route Kms.

---------------------------------------------------------------------------------------------------

Southern Railway 14.04.1951 Chennai 5,210

Central Railway 05.11.1951 Mumbai CST 3,832

Western Railway 05.11.1951 Mumbai CG 6,533

Eastern Railway 14.04.1952 Kolkata 2,412

Northern Railway 14.04.1952 New Delhi 6,910

North Eastern Railway 14.04.1952 Gorakhpur 3,402

South Eastern Railway 01.08.1955 Kolkata 2,614

North Eastern Frontier 15.01.1958 Maligaon 3,766

 Railway

South Central Railway 02.10.2002 Secunderabad 5,743

North Western Railway 01.10.2002 Jaipur 5,452

East Central Railway 01.10.2002 Hajipur 3,439

East Coast Railway 01.04.2003 Bhubaneswar 2,431

South Western Railway 01.04.2003 Hubli 3,111

West Central Railway 01.04.2003 Jabalpur 2,965

North Central Railway 01.04.2003 Allahabad 3,080

South East Central Railway 01.04.2003 Bilaspur 2,432

---------------------------------------------------------------------------------------------------

 Each zonal railway is controlled by a General Manager. The General Manager is assisted by Principle HOD namely Addl.GM, Sr.Dy.GM, Financial Advisor and Chief Accounts Officer, Chief Engineer, Chief Mechanical Engineer, Chief Operating Manager, Chief Commercial Manager, Chief Electrical Engineer, Chief Signal & Tele communications Engineer, Controller of Stores, Chief Personnel Officer, Chief Medical Officer and Chief Security Commissioner.

**COMPANY PROFILE**

**SOUTH CENTRAL RAILWAY:**

South Central Railway was formed on 2nd October, 1966 as the 9th zone of the Indian Railways. In its forty plus years of committed service and path breaking progress, South Central Railway has grown to a modern system of mass transportation fulfilling the aspirations of the passengers/customers and carved a niche for itself in Indian Railways system. Strategically positioned in the southern peninsula, this dynamic organization with its headquarters at Secunderabad serves the economically vibrant state of Andhra Pradesh, and Tamilnadu.
 From the days of steam hauled locomotives and wooden plank seats, South Central Railway has come a long way modernizing its system with the state of the art high powered Diesel and Electric Locomotives, high speed telescopic Passenger Coaches, and higher axle load wagons, higher capacity track in all important routes, multiple aspect color light signaling with solid state inter locking, and micro wave & digital communication system etc.

 Over the years, South Central Railway has attained sufficient transportation output with adequate infrastructure development and technological upgrading to serve the regions in its jurisdiction. Safe operation of trains, expansion of net work, modern Passenger amenities, Punctuality of trains, courteous service and cleanliness in stations and trains remain always the thrust areas of this Railway. Being a service oriented organization, South Central Railway provided Computerized Passenger Reservation System at 85 Stations/locations covering 96% of the berths available. In the a renal of information dissemination to the rail customers, it has provided Inter-active Voice Response System (IVRS) for Reservation and train enquiry, National Train Enquiry System (NTES) for real time information on movement of trains, Passenger Operated Enquiry Terminals (POET) with information on availability of accommodation and confirmation and Close Circuit Television (CCTV) for real time reservation availability status at all important stations in its system.

For mass movement of freight, S. C. Railway has introduced high horse powered Diesel and Electric Locomotives and high speed, higher Axle load Box-N-Wagons. Today, South Central Railway plays a pivotal role as a catalyst for agricultural and industrial development in the Southern peninsula apart from fostering the growth of trade and commerce including import/export through ports by connecting sea ports with their hinder land.
 It's reliable and comfortable Passenger Services for long and short distance travel by way introducing many super fast and intercity trains helps transform the society by catering

to their personal, business, education, and tourism purposes.

.

 **MILESTONES**



South Central Railway was formed on 2nd October, 1966 by grouping Vijayawada and Hubli Divisions of Southern Railway and Secunderabad and Sholapur Division of Central Railway.

Jurisdictional adjustments were made in October, 1977 by merging Guntakal Division of the Southern Railway with South Central Railway and transferring Sholapur Division back to Central Railway. Secunderabad Division was bifurcated in February, 1978 into two Divisions Secunderabad and Hyderabad to facilitate effective operational and administrative control. On 1st April, 2003, the newly formed Guntur and Nanded Divisions of South Central Railway became operational and Hubli Division was transferred to the newly formed South Western Railway. Presently, South Central Railway has Six Divisions Viz., Secunderabad, Hyderabad, Vijayawada, Guntur, Guntakal and Nanded with 5752 Route Kms of which 1604 Rkms are electrified.

After its inception, S. C. Railway laid 342.805 Rkms of new lines, converted 2676.19 Rkms from MG to BG and carried out doubling of track on 1272.453 Rkms, constructed many major river bridges including the engineering marvels Viz., II Godavari Bridge and III Godavari Bridges at Rajahmundry. Towards customer Satisfaction, it had established the Computerized Passenger Reservation Systems at 85 Stations/locations and offer reservation by any train from any station in the Country. For gaining efficiency in freight operations, SCR established Freight Operations Information System (FOIS) in its jurisdiction and has already introduced Rack Management Systems at 23 Stations and Terminal Management

System at 31 Stations.

It's Passenger and Freight performance has met with stupendous leaps forward. The freight loading which was only 9.00 million tons in the year of its inception, i.e., 1966 has seen a quantum jump and touched 44.79 Million tons in the financial year 2003-2004. Passenger transport too has met with tremendous growth touching 195.65 millions in the year 2003-2004 as against 50 millions in the year of inception and the gross earnings from Rs. 58.00 Cr. to 3683.00 Cr in the year 2003-2004.

The milestones crossed by South Central Railway in its ambitious journey towards achieving network expansion, modernization, higher performance and customer satisfaction are as follows:

**1960-1980**
 Rail Nilayam, Secunderabad, the Land Mark Building housing Zonal Head quarters Office of South Central Railway was inaugurated with ground floor to third floor in the year 1968 and fully completed in the year 1972.The Wagon Workshop, Guntupalli was inaugurated in the year 1974. II Godavari Rail Cum Road Bridge was commissioned by his Excellency the President of India, Shri Fakruddin Ali Ahmed on 20-11-1974.

The first Pleasure Quick Relaying System (PQRS) for mechanized laying of track was introduced in the year 1975.First Route Relay Inter locking (RRI) system of South Central Railway was commissioned in January 1976 at Vijayawada Station. Hyderabad–New Delhi Andhra Pradesh (Super fast) Express was introduced on 03-10-1976.The first ever Microwave Lab on Indian Railways was commissioned in Secunderabad in South Central Railway in October 1979.

 The Electric Loco Shed, Vijayawada was inaugurated in the year April, 1980 with a capacity to maintain 100 Electric Locomotives.Sanchalan Bhavan, the Head Quarters Building of Secunderabad Division of South Central Railway was inaugurated on 10-11-1980 by Hon’ble Railway Minister Shri P.Mallikarjan. The first electrified route from Vijayawada to Gudur on South Central Railway system was inaugurated on 15th December, 1980.

**1981-1990**

The first Tie Tamping Machine in South Central Railway was introduced in the year January, 1981.The additionally laid broad gauge Railway line between Gooty and Dharmavaram was opened for traffic on 26-1-1983.The Carriage Repair Shop/Tirupati with a capacity to overhaul 100 BG coaches was commissioned in September 1985.The additionally laid broad gauge Railway line between Bibinagar-Nadikude was opened for traffic in three phases i.e., in the year 1987; Nov. 1988 and April 1989.

First Digital Electronic Exchange was inaugurated on South Central Railway in July 1988 at Rail Nilayam/SC. South Central Railway introduced Computerized Passenger Reservation System (PRS) at Secunderabad Railway Station on 30.9.1989.The Ballast Cleaning Machine in South Central Railway was introduced in the year May, 1990.

**1991-2000**

The first Solid State Interlocking (also known as electronic Inter locking system) was commissioned at KAVALI station of South central Railway in July 1994.South Central Railway had introduced 5000 hp Electric Locos for Passenger Transport in May, 1995.The Electric Loco Shed, South Lalaguda with a capacity to maintain 100 Electrics Locomotives was inaugurated in September, 1995.Andhra Pradesh Express was augmented to 24 coaches from 30-11-1995 followed by Charminar Express, Godavari Express, Pinakini Express.

Mango Specials (Goods Trains with mango load) were first introduced by S. C. Railway in the year May 1996.The first Diesel Multiple Unit (DMU) service on SCR between Vijayawada and Machilipatnam was inaugurated on 01-9-1996. The first Mainline Electric Multiple Unit (MEMU) service on S. C. Railway was inaugurated between Vijayawada and Ongole on 1st September, 1996.The first long haul digital Microwave link of South Central Railway was commissioned on Vijayawada-Gudur-Renigunta Route in September 1996.III Godavari Bridge (Bow-String Concrete Structure) at Rajahmundry was commissioned on 11-03-1997.

Computerized Passenger Reservation System of Secunderabad was linked to Passenger Reservation System (PRS) New Delhi on 14-10-1997.The Inter-active Voice Response System (IVRS) for dissemination on reservation and confirmation of train accommodation was first introduced at Passenger Reservation System Office, Secunderabad on 31st March 1998 with 12 lines and later extended to 60 lines. By August, 2004, IVRS has been provided at 27 Stations. Rail Net was commissioned in South central Railway in March 1998.The first Mobile Police Station was introduced by Hyderabad-Tirupati Narayanadri Express in April, 1998.

Computerized Passenger Reservation System, Secunderabad was linked to PRS/Howrah on 19-7-1998.South Central Railway had introduced 5000 hp Electric Locos for Goods transport in July 1998.Computerized Passenger Reservation System, Secunderabad was linked to PRS/Mumbai (CST) on 31-1-1999.Wagon Workshop, Guntupalli, Vijayawada was granted ISO 9002 Certificate on March 1999.Carriage workshop, Tirupati was granted ISO 9002 Certificate in May 1999.

Computerized Passenger Reservation System of Secunderabad was linked to PRS/ Chennai on 18-4-1999.Passenger Operated Enquiry Terminal (POET) was introduced at Secunderabad Station on 31-12-1999 and extended to 49 stations by July 2004.National Train Enquiry System (NTES) was introduced in Secunderabad on 30-6-1999 and extended to 11 stations by July 2004.The walkie-talkie wireless set for communication between Driver – Guard–Station Manager was introduced in South Central Railway in the year 1999.High powered diesel Loco with 4000 hp capacity was introduced for hauling Goods Trains in the year 1999.

The first solar powered Color Light Signals on South Central Railway was provided at LC gate No.55 near Gudivada Station of Vijayawada Division in January 2000. The first LED lit color light signal on South Central Railway was provided at LC 404 at KM 589/14-16 between Kadiyam-Dwarapudi Station on Vijayawada-Visakhapatnam section in January – 2000. ISO 9002 Certification was granted to Carriage Workshop, Lalaguda, and Secunderabad in April 2000. Escalator for climbing on Foot over Bridge connecting platforms was commissioned at Vijayawada Station in April, 2000.

**2001-2010**

The state of the art high powered Diesel Loco with a capacity of 4000 hp was introduced for hauling passenger trains in the year 2001. High speed Data Channel Net working for Freight Operation Information System (FOIS) was commissioned in South Central Railway in January 2001.Coaching Refund was first computerized on 31st June, 2001 by Hyderabad- Narsapur Express.

The first station in S. C. Railway to be commissioned with all Light Emiting Diode (LED) lit CLS is Kovvur in January 2002.Secunderabad-New Delhi Rajdhani (super fast) Express was introduced on 12-02-2002.The first Diesel Engine with AC Cabin for Driver was introduced in South Central Railway on 16-11-02. Rake Management System, to monitor the movement of rakes and Wagons (a division of Freight Operations Information System) was first introduced at Gooty and Renigunta Stations of S.C. Railway on 06-9-2002 and extended thereafter to 23 locations by July 2004.

Anti-collision Device was fitted to Locomotives running on Renigunta-Guntakal route of Guntakal Division on an experimental basis in the year 2003. Laying of Optic Fibre Cable on all important routes of South Central Railway was completed by Railtel Corporation on 30-6-03.

South Central Railway operated 707 Special trains for Godavari Puskarams in July August, 2003, moved 22, 84,170 pilgrims and earned Rs. 4.28 Cr. The first Electric Multiple Unit (EMU) Service on S. C. Railway was inaugurated between Secunderabad and Lingampalli in August 2003. The first ISDN compatible electronic exchange of South Central Railway was commissioned at Secunderabad in March 2003.

The Multi Model Transport System Train (MMTS-Train) between Secunderabad – Lingampalli was inaugurated on 09-8-2003.Terminal Management System a division of Freight Operations Information System (FOIS) was first introduced on SCR at Bellampalli Station on 30-9-2003 and extended thereafter to 31 locations by July 2004.

Issue of “Railway Receipt” for booking of freight (under terminal management system) was computerized first at Bellampalli Station on 4-10-2003 and extended to 9 Stations by July, 2004.The first ever “Block proving” by Digital Axle Counter System in Indian Railways was energized on Bhimadolu – Pulla block section on Vijayawada-Visakhapatnam route of South central Railway in January 2004.Multi Model Transport System (MMTS) Train between Secunderabad – Falaknuma was inaugurated on 14-2-2004. Signal, Telecommunication, Carrage, Stores Finance and Store Bills wings of the Office of Chief Controller of Stores, Rail Nilayam, and Secunderabad were granted ISO 9001 /2000 certificate in 16th March, 2004.

The Office of Senior Divisional Financial Advisor’s Office was granted ISO 9002 /2000 on 18th March, 2004.The first Refrigerated Parcel Van service was inaugurated on 3.4. 2004 between Vijayawada and Guwahati by Bangalore-Guwahati Express.S.C. Railway realized the highest earnings of Rs.2.18 cr. from 1.71 lakhs ticketless Passengers during the month May 2004.South Central Railway was awarded Rupees Two lakhs by the Ministry of Railways in recognition of its best performance in the financial year 2003-2004. As on July 2004 South Central Railway established computerized Passenger Reservation Systems at 85 Stations/locations covering 96% of the berths available in S. C. Railway. South Central Railway has laid 342.805 Km of new lines since its inception in the 1966 till July, 2004.

South Central Railway has converted 2676.19 Km of MG track to broad gauge since its inception in the year 1966 till July, 2004.South Central Railway has carried out Doubling of track to the extent of 1272.453 Km. since its inception in the year 1966 till July, 2004.South Central Railway had electrified 1706 Rkm. since its inception in the year 1966 till July, 2004.

**MONUMENTS**

**SECUNDERABAD RAILWAY STATION**



Building Built in the year 1874 under the Nizam Guaranteed State Railway, the Secunderabad Railway Station building underwent expansion many times. The main portico and concourse still represent the Asaf Jahi architecture. The expansion on both the sides and the construction of the first floor of the building were completed under the stewardship of SCR, in the recent past of 30 years. This fort like structure is one of the tourist attractions in the twin cities of Hyderabad & Secunderabad. Today, this station boasts of all the modern amenities such as, wide platforms, waiting halls, retiring rooms, three foot-over bridges, etc., and handles 30,000 passengers per day.

**KACHIGUDA STATION BUILDING:**



Kachiguda Station is architecturally the most beautiful station in South Central Railway. Constructed in the year 1916 by the Nizam of the erstwhile Hyderabad State, this Station was the Headquarters of the then Nizam State Guaranteed Railway. Endowed with central and side domes and accompanying minarets, this station is a marvel in Gothic style of architecture. Towering like a Maharaja’s place, the Kachiguda Station is one of the landmarks in the Hyderabad city. The station handles trains originating for Aurangabad, Tirupati etc. Housing many modern passenger amenities, this station now serves as the Headquarter station of the Hyderabad Division of South Central Railway.

**THIRD GODAVARI RAIL BRIDGE:**



The first Godavari Rail Bridge was built in the year 1897, under the supervision of Er.Walton, a British Engineer, across the mighty river Godavari near Rajahmundry. Stretching for three kilometers, constructed with stone masonry and steel girders, this bridge served the trains plying on Chennai - Howrah and Hyderabad-Howrah. Since this bridge outlived its serving years by serving for more than 100 years, train services on this bridge were suspended from the year 1997. Today, the first Godavari Bridge still stands as a monument of human Endeavour and skill.

**DORABAVI VIADUCT**

Situated on the Nandyal - Giddalur Section, the Dorabavi Viaduct is yet another engineering monument in the South Central Railway. The serene forest location of this bridge on the Nallamala Hills of the Rayalseema region of Andhra Pradesh adds its own exotic aura to make this a picnic spot. This Viaduct was opened for meter gauge traffic in the year 1887. Now it is in disuse due to the construction of an alternative route , as part of gauge conversion between Nandyal and Giddalur.

**VIJAYAWADA DIVISION**



The Vijayawada Junction is the busiest station of SOUTH CENTRAL RAILWAY. Since its inception, SC Railway laid 342.805 Rkm of new lines, converted 2676.19 Rkm from MG to BG and carried out a doubling of track on 1272.453 Rkm, constructed many major river bridges including the engineering marvels Viz., II Godavari Bridge and III Godavari Bridges at Rajahmundry.

Towards customer satisfaction, it had established the Computerized Passenger Reservation Systems at 85 Stations/locations and offer reservations for any train from any station in the Country. For gaining efficiency in freight operations, SCR established Freight Operations Information System (FOIS) in its jurisdiction and has already introduced Rack Management Systems at 23 Stations and Terminal Management System at 31 stations.

It’s Passenger and Freight performance has met with stupendous leaps forward. The freight loading which was only 9.00 million tons in the year of its inception, 1966, has seen a quantum jump and touched 44.79 Million tons in the financial year 2003-2004. Passenger transport too has met with tremendous growth touching 195.65 millions in the year 2003-2004 as against 50 millions in the year of inception and the gross earning from Rs. 58.00 Cr. to 3683.00 Cr in the fiscal year 2003-2004.

**RAILWAY PROTECTION FORCE:**

 ****

The Railway Protection Force has emerged from a turmoil of systems; there being as many forms of its existence and as many modes of functioning as there were railway Companies in British India for imparting the set-up a uniformity of working, the RPF Rules were enacted in 1959 and RPF Regulations published in 1966. In the same year, some limited powers to apprehend and prosecute offenders involved in railway property were conferred on the Force by enacting the railway Property (Unlawful Possession) Act, 1966. Primarily RPF has been entrusted with responsibility of the safety of Railway property. But, while the provisions of RPF Act were soon found wanting for the maintenance of an effective and disciplined Force, the RPF Rules and Regulations too were found judicially unsound. The RPF Act, 1957 was accordingly modified by Parliament vide Act No.60 of 1985 on 20 September 1985 for the constitution and maintenance of the Force as an armed force of the Union.

 

The Committee recommended that since policing on the railways is the constitutional responsibility of the State Governments, certain matters relating to the security of railway passengers could be segregated from the policing functions and be given to the Railway Protection Force.

The Committee also recommended that the Railway Protection Force may be given the following additional duties relating to security of passengers:

The Railway Ministry accepted the above recommendations of the Committee. Accordingly, RPF by an amendment of the Railways Act/RPF Act has been empowered to deal with the offences, which directly relate to the functioning of the Railways, as the Police, being preoccupied with the law and order duties, have little time for these minor offences. It was against this backdrop that the RPF Act and The Railways Act have been amended.

The main purpose is to supplement the efforts of the State Governments to reinforce the security of the passengers and the passenger areas on Indian Railways. For giving these additional responsibilities to the Railway Protection Force, the Railway Protection Force Act, 1957was again modified by Parliament vide act No.52 of 2003 on 23rd December-2003 for providing more legal powers to RPF to provide better protection to Railway Property, Passenger area and Passengers. In view of latest amendment RPF is entrusted with following duties:-

1. Escorting of passenger trains in vulnerable areas.
2. Providing access control, regulation and general security on the platforms, in passenger areas and circulating areas.
3. Further, it was felt that for effectively dealing with the cases under the Railways Act, the Railway Protection Force should be empowered to enquire and to launch prosecution against the persons committing offences under the Railways Act and accordingly the Railway Act has been amended to empower RPF to investigate and prosecute in offences covered under the Act.
4. Railway Protection Force will be legally enabled to provide protection and safeguard to the passenger and his luggage, which will ensure better Passenger Facilitation.
5. Access control to stations can be regulated in a more effective way and general security on the platforms in passenger area and circulation area will get reinforced
6. Empowerment under The Railways Act will ensure more smooth train operations since many sections of The Railways Act aim at hassle-free train operations.
7. Entrusting of new responsibilities to RPF would mean optimum utilization of human resources.
8. Railway Protection Force will be able to take steps for prevention of any cognizable offence against the passengers and will also be legally empowered to apprehend any person who is involved in such offences.

With the introduction of amendment in RPF and Railways Act, RPF has been vested with the powers to investigate in Railways Act cases. RPF has accepted the challenge and 1286 important passenger trains have been provided with RPF escorts over Indian Railways

**PARTICULARS OF ORGANIZATION, FUNCTION AND DUTIES:**

Railway Protection Force is constituted and maintained by the Central Government as an Armed Force of the Union for the better protection and security of Railway property. This Force is constituted as per Section - 3 of RPF Act, 1957 (Amended 1985 & 2003).

**ORGANIZATIONAL SET UP OF ZONAL RAILWAY:**

* For the purposes of the act, a unit of the force shall be distributed over each zonal railway including railway establishments and other railway areas served by that zonal railway.
* The head of the Security Department in each zonal railway shall be a Chief Security Commissioner and the entire unit of the Force posted on that Railway (including railway establishments located on that railway) shall be under his command, supervision and administration.
* A Chief Security Commissioner shall be assisted at his headquarters (hereinafter referred to as the Security Commissioner) by such number of Superior officers and enrolled members of the Force as may be appointed from time to time to look after the work of administration including personnel matters, crime and special intelligence, fire, prosecution, stores, reserve companies, training and claims prevention.

**ORGANIZATIONAL SETUP OF ZONAL RAILWAYS:**

* The head of the Security Department in each zonal railway shall be a Chief Security Commissioner and the entire unit of the Force posted on that Railway (including railway establishments located on that railway) shall be under his command, supervision and administration.
* A Chief Security Commissioner shall be assisted at his headquarters (hereinafter referred to as the Security Commissioner) by such number of Superior officers and enrolled members of the Force as may be appointed from time to time to look after the work of administration including personnel matters, crime and special intelligence, fire, prosecution, stores, reserve companies, training and claims prevention.
* The head of the Security Department in each zonal railway shall be a Chief Security Commissioner and the entire unit of the Force posted on that Railway (including railway establishments located on that railway) shall be under his command, supervision and administration.
* A Chief Security Commissioner shall be assisted at his headquarters (hereinafter referred to as the Security Commissioner) by such number of Superior officers and enrolled members of the Force as may be appointed from time to time to look after the work of administration including personnel matters, crime and special intelligence, fire, prosecution, stores, reserve companies, training and claims prevention

**ORGANIZATIONAL SET UP IN THE DIVISION:**

* The Force on each zonal railway shall be further distributed over divisions railway establishments.
* Each division or railway establishment shall be headed BY A divisional Security Commissioner, who shall be assisted by such number of other superior officers and enrolled members of the Force as may be appointed from time to time.
* For operational purposes, a division may be divided in to sub-divisions each under the charge of a superior officer.
* A division or sub-division shall consist of one or more static posts and mobile companies organized in the manner specified in sub-rules (2) and (3) or rule 17.
* Each Post or a company shall be under the charge of an officer not below the rank of an Inspector who may be assisted by such number of enrolled members of the Force as may be determined from time to time by the Chief Security Commissioner.
* A static post or a mobile company may have one or more out-posts or detachments attached to it, each headed by an officer not below the rank of sub-Inspector and comprising of such number of other enrolled members of the Force as may be determined by the Chief Security Commissioner.
* A fire station shall be headed neither by an officer nor below the rank of a sub inspector and consists of such number of other enrolled numbers of the force as may be appointed from time to time for fire fighting and fire prevention.

**BRANCHES OF THE FORCE ON A ZONAL RAILWAY**:

* Force deployed on each zonal railway shall consists of the following three branches, namely:-
	+ Executive Brach
	+ Prosecution Branch, and
	+ Fire service branch
* These branches shall consists of such number of superior officers and other enrolled members of the Force as may be determined by the Chief Security Commissioner with the approval of the Director-General.
* The enrolled members in the respective branches of the Force, who are under the administrative control of the Chief Security Commissioner shall from a separate cadre in each such branch for the purposes of fixation of seniority.
* No enrolled member of the Force shall be eligible for transfer from one branch to another except for filling up of vacancies of and below the rank of Assistant Sub-Inspector in the Prosecution branch:
* Provided that it is intended to transfer an enrolled member permanently from one branch to another, the approval of the Director-General Shall invariably obtained.

**EXECUTIVE BRANCH:**

The Executive Branch shall consist of five wings, namely:-

* 1. Static Wing

 (ii)Mobile Wing

(iii)Crime Wing

(iv) Special Wing and

 (v)Stores Wing

**STATIC WING:**

The static Wing shall be organized on a Post pattern comprising of such number or enrolled members of the Force as may be needed for ensuring better protection and security of railway property and combating crimes against it.

**MOBILE WING:**

The Mobile Wing, organized Wing, organized on such company pattern as may be decided by the Chief Security Commissioner concerned, shall preliminary perform the duties other than those required to be performed by the static wing under sub-rule 2, especially those having inter post ramifications.

**CRIME WING:**

Crime Wing shall function as a specified squad for collection and collation of information pertaining to criminals prying on railway property detection of crime, inquires into difficult cases having wider ramifications arrest of criminals and their prosecution.

The chief security commissioner may attach some enrolled members of the force working in this wing of his security commissariat as also the dog squad and handlers to each division. Control over such staff shall be shared functionally between the division and the security commissariat as may be ordered by chief security commissioner.

**SPECIAL WING:**

The Chief Security Commissioner may deploy enrolled members of the Force working in special Wing of his Security Commissariat in the divisions for collection of intelligence affecting the security and functioning of the railways.

All the members of the branch shall function directly under the control of the Chief Security Commissioner through the immediate supervision and control of a superior officer in charge of Special Wing at his commissariat. Intelligence requiring immediate attention and action of the part of the division shall be passed on directly to the Divisional Security Commissioner by the unit deployed in that division.

**STORED WING:**

The Stored Wing shall look after and cater to the requirements of the Force for uniform accoutrements, arms, ammunition, equipment and other stores items. This Wing shall also arrange for condemnation of unserviceable articles and their disposal. The Chief Security Commissioner may attach some enrolled members of the Force working in this Wing to each division who may work under the control of the Divisional Security Commissioner

**PROSECUTION BRANCH:**

* The Prosecution branch on each zonal railway shall have a separate cadre of Inspectors and Sub-Inspectors who are appointed as public Prosecutors and Assistant Public Prosecutors respectively.
* Other members of the branch shall be drawn from Executive branch where they shall retain their respective seniority of their parent cadre while posted in this branch.
* The Chief Security Commissioner may attach enrolled members of the Force working in the Prosecution branch with the divisions. Control over the staff shall be shared functionally between the division and the Security Commissariat may be ordered by the Chief Security Commissioner.

**SECURITY CONTROL ROOM:**

A Security Control Room shall be set-up at the headquarters of the Director- General, Chief Security Commissioner and the Divisional Security Commissioner. It shall function round the clock and be manned by such members of the Force as may be appointed to it from time to time.

All information necessary for exercising constant vigil on the incidences and patter of crime and the areas endemic to such crime are for any other our purpose shall be promptly corrected by the security control room and swiftly disseminated to the authorities specified in this be half on the respective functionaries listed in sub rule (1) above.

In particular, any occurrence

* Which is a ‘Special report’ or Special Occurrence’ case as defined in rules 229 and 230 or which is of unusual or of striking nature either in itself or because of its modus operandi;
* Which involves destruction of or damage to railway property or of overhead traction or is a case of mischief by fire within railway premises;
* Which is a case of suspected sabotage or tampering with track or any other manner has affected the movement of railway property or the Security and functioning of the railways.
* In which a member of the Force or a railway employee on duty has been assaulted or arrested or has opened fire.
* In which railway property exceeding the value, to be fixed by the Director General, has been recovered or in which any other important case has been detected;
* Which is likely to provoke reprisal from commuters and others;
* Which is likely to arouse interest of or criticism from railways users; and
* Which otherwise appears important to the Security Control Room, shall invariably be reported.

**FUNCTIONS AND DUTIES OF ENROLLED MEMBER OF THE FORCE:**

1. The primary functions of the enrolled members of the Force shall be:

* To protect and safeguard railway property, passenger & passenger area and to combat crime against it.
* To do any other act conducive to better protection and security of railway property, passenger & passenger area.
* To remove any obstruction in the movement of railway property or passenger area ; and
* To perform other functions of an armed force of the Union and to exercise powers of a railways servant as conferred by or under the Indian Railways Act, 1980.

2. The other functions of enrolled members of the Force shall be:

* To identify the situation that have potential for the commission of crime against the railway property either static or in transit or mobile and take remedial measures or suggest improvement in basic security arrangements of faulty procedures where necessary, the railway administration.
* To reduce the opportunities of thefts, pilferages, misappropriation, trades, etc, against railway property and leakage of railway revenue through supervise preventive checks or other appropriate measures like detailing of patrols in vulnerable sectors, posting of guards and pickets at black spots, escorting of affected trains, keeping open or unobtrusive watch at workshops, stores, goods-sheds, depots, parcel offices, yards and other such places and at any station or en-route the destination of railway property.
* To aid, co-operate and co-ordinate the measures of other railway agencies or the police or other authorities in implementing other appropriate measures for ensuring prevention of crime against the railway property and providing for its better security.
* To interpose at any time or place for preventing any attempt to steal, misuse, damage or tamper with the railway property or to convert it into private use without lawful authority and to intimate action against offenders.
* To register and take up enquires under the Railway Property (Unlawful Possession) Act 1966, apprehend the offenders and participate in subsequent legal proceedings connected therewith.
* To register or to promptly pass on ports for registration to the local police of all cognizable offences against the railway property, conduct enquires and collect evidence for localizing the crime or which is otherwise considered necessary and render such other assistance as may be possible in investigation of such cases.
* To obtain intelligence relating to the commission of or intention to commit any offence specified in clauses(i),(ii), (iii), (iv), (v), (vi), (vii), (viii), (ix) of sub-section (1) of section 39 of the code of Criminal Procedure, 1973 on the railways and to lay such information and to take such other steps consistent with law and with the orders of his superiors as shall be best calculated to bring offenders to justice and to prevent the commission of cognizable and, within his view, of non-cognizable offences.
* To collect intelligence about subversive and other objectionable activities affecting the security and functioning of the railways as well as the activities of criminals and suspects prying on railway property.
* To study all cases of suspected sabotage or tampering with track or obstruction to movement of railway property with a view to suggesting preventive measures to railway administration and the police.
* Subject to rule 42 to assist the railway administration during strikes and lockouts as well as the police during mob violence or civil disturbances or for maintenance of law and order and control of railway crime or when deputed any where in India in aid to civil power.
* To assist the commercial and other departments of the railway during raids on ticket less travellers, alarm chain pullers, unauthorized hawkers and on those indulging in, hose pipe disconnections or infringing other provisions of the Indian Railways Act, 1980.
* To aid any other member of the Force when called upon by such other member or in the case of need in the discharge of the duty of such other member, in such ways as would be lawful and reasonable on the part of the member thus aided.
* To use this best endeavors to prevent any loss damage by fire to railway property;To record and study all cases or fire incidents involving railway property and suggest preventive measures and to operate and maintain fire fighting.
* To guard cash office of railway and escort their pay clerks.
* To take prompt measures to procure necessary medical help for any wounded or sick person under the arrest or in custody.
* To arrange for the proper sustenance and shelter to every person who every person who is under arrest or in custody.
* To arrange for the proper sustenance and shelter to every person who every person who is under arrest or in custody.
* To undertake any other security duty assigned to the Force by or with the concurrence of railway administration for the execution of which necessary resources have been provided and approval of the Director-General of the Chief Security Commissioner, as the case may be, obtained; and
* To promptly obey and execute all orders lawfully issued to him by any superior officer or the Force and to discharge such other duties as are imposed upon him by any law for time being in force or case on him by any railway rule.

**QUALITY OF WORK LIFE-THEORITICAL FRAMEWORK**

**INTRODUCTION**

Quality is generally defined as “Conformance to requirements”. Quality is “as fitness for purpose”. The concept of quality is not apply to all goods and services created by human beings, but also for workplace where the employees were employed.

Quality in the workplace comes from understanding and then fully meeting, the needs of all your internal and external customers, now and into the future and doing so with continual improvement in efficiency and effectiveness.

QWL refers to the favorableness or unfavourableness of a total job environment of the people. The basic purpose is to develop jobs and working conditions that are excellent for people as well as for the economic health of the organization. QWL provides a more humanized work environment. It attempts to serve the higher – order needs of workers as well as their more basic needs. It seeks to employ the higher skills of workers and to provide an environment that encourages improving their skills.

Q - Quest for excellence

U - Understanding

A - Action

L - Leadership

I - Involvement of the people

T - Team spirit

Y - Yardstick to measure progress

**DEFINITIONS:**

Various authors and researchers have proposed models of Quality of working life which include a wide range of factors. Selected models are reviewed below.

1. **Richard & J.Loy**

The degree to which members of a work organization are able to satisfy important personnel needs through their experience in the organization.

2. **Richard.E.Walton**

He describes the QWL in terms of eight broad conditions of employment that constitute desirable QWL

* Adequate and fair Compensation
* Safe and Healthy working conditions
* Opportunity to use and develop human capacities
* Opportunity for Career growth
* Social integration in the work force
* Constitutionalism in the work organization
* Work and Quality of Life
* Social relevance of Work

**3. V.S.P. Rao**

QWL is a prescriptive concept; it attempts to design work environment so as to maximize the concern for human welfare. It is a goal, as well as a process. The goal is the creation of more involving and satisfying and effective jobs and work environment for people at all levels of the organization. A process of QWL involves efforts to realize their goal through active participation.

a)The QWL is cooperative rather than authoritarian; evolutionary and open rather than static and rigid; informal rather than rule-bound; impersonal rather than mechanistic; mutual respect and trust rather than hatred against each other

**MEANING:**

Quality of work life has gained deserved prominence in the Organizational Behavior as an indicator of the overall of human experience in the work place. It expresses a special way of thinking about people their work and the organizational in which careers are fulfilled.

QWL refers to the relationship between a worker and his environment, adding the human dimension to the technical and economic dimensions within which the work is normally viewed and designed. QWL focus on the problem of creating a human working environment where employees work co – operatively and achieve results collectively. It also includes.

* The programme seeks to promote human dignity and growth
* Employees work collaboratively They determine work change participate
* The programmes assume compatibility of people and organization

QWL refers to the level of satisfaction, motivation, involvement and commitment individuals experience with respect to their line at work. QWL is the degree of excellence brought about work and working conditions which contribute to the overall satisfaction and performance primarily at the individual level but finally at the organizational level.

**THE ASSIGNED TASK:**

In assessing the quality of work life, it is important that the employee feel that the task assigned is valued within the organization. The task should fit his skills and abilities, allow the employee to supervise the progress of the task and provide a way for the employee to reach his ultimate goal within the company.

**PHYSICAL WORK ENVIRONMENT:**

The physical work environment centers on the physical space that the employee is working in or a space that will be used in the future. The physical environment should be safe and healthy, and provide the resources necessary to complete the assigned task. An ideal physical environment is mentally stimulated with all of the necessary job tools present and ready for use.

**ADMINISTRATIVE SYSTEM:**

The administrative system refers to how the organization is managed. An employee with a healthy quality of work life will feel supported and encouraged to do well by the administration. The aforementioned study suggests that employees are looking for work environments where they have access to fair assessments and feedback, and the ability to advance within the organization. Although employees want to be fairly compensated for their roles, more importance is placed on the perception of job prestige from internal and external sources

**WORK LIFE VS HOME LIFE**

* This element is a little harder for businesses to affect because it is rooted in personal perceptions. Every employee is different and that brings a different view on the perfect work and life balance.
* In attempting to create a fair work and life balance, organizations should consider the effect of the job on the family, the level and type of stress the job produces, and the ultimate career goal of the individual employee. Some companies have addressed this by allowing telecommuting, flex schedules or job sharing in lieu of longer hours or increased responsibility

**CONCEPT:**

QWL is a prescriptive concept, it attempts to design work environments so as to maximize concern for human welfare. QWL acts in two dimensions.

* Goal
* Process

**QWL acts as goal by**

* Creation of more involving
* satisfying and effective jobs
* Work environment for people at all levels of the organization

QWL acts as process by

* Make efforts to realize this goal through active participation

The whole essence of QWL may be stated thus, the QWL is co – operative rather than authoritarian; evolutionary and open rather static and rigid; informal rather than mechanistic; mutual respect and trust than hatred against each other.

**Objectives of QWL:**

The major three main objectives for the QWL are

* Improve employees satisfaction
* strengthen workplace learning, and
* Better manage on – going chance and transition

**MAJOR FACTORS AFFECTING THE QWL:**

QWL means having good supervision, good working conditions, good pay and benefits an interesting and challenging, and a rewarding job. The major factors that affect the QWL may be stated thus.

**Pay:**

QWL is basically built around the concept of equitable pay. In the days ahead, employees may want to participate in the profits of the firm as will. Employees must be paid their due share in the progress and prosperity of the firm.

**Benefits:**

Workers throughout the globe have raises their expectations over the years and now feel entitled to benefits that were once considered a part of the bargaining process.

**Job Security:**

Employees want stability of employment. They do not like to be the victims of whimsical personal policies and stay at the mercy of employers.

**Worker Participation:**

Employees have a genuine hunger for participation in organizational issues affecting their lives. Naturally they demand far more participation in the decision making process at the workplace.

**Alternative Work Schedules:**

Employees demand more freedom at the workplace, especially in scheduling their work. Among the alternative work schedules capable of enhancing the quality of work life for some employees are:

1. Flexi time: A system of flexible working hours,
2. Staggered hours: Here groups of employees begin and end work at different intervals.
3. Compressed workweek: It involves more hours of work per day for fever days, per week.
4. Job enrichment: It attempts to increase a person's level of output by providing that persons with exciting, interesting, stimulating or challenging work.
5. Autonomous work groups (AWGs): Here a group of workers will be given some control of decision-making and have responsibility for a task area without day-to-day supervision, and with authority to influence and control both group members and their behavior.

**Occupational Stress:**

Occupational mental-health programmes dealing with stress are beginning to emerge as a new and important aspect of QWL programmes. Obviously, and individual suffering from an uncomfortable amount of job-related stress cannot enjoy a high quality of work life. '

**Social Integration:**

The work environment should provide opportunities for preserving an employee's personal identify and self-esteem through freedom from prejudice, a sense of community, interpersonal openness and the absence of stratification in the organization.

**Work and total life space:**

A person's work should not overbalance his life. Ideally speaking, work schedules, career demands and other job requirements should not take up too much of a person's leisure time and family life.

**WAY TO CREATE HIGH QWL**

QWL deals with the relationship between every employee and his or her work organization. This relationship is formal in sometimes less formal. This contract is psychological; contract. "Psychological contract is the set of expectations held be the individual specifying what the individual and the organization expect to give and receive from each other in the course of their working relationship". This contract represents the expected exchange of values that encourages the individual to work for the organization and motivates the organization to employ that person, (i.e) Contribution and Inducements.



A healthy psychological contract means that inducements and contributions are balance.

**INDUCEMENTS = CONTRIBUTIONS**

(Organization to employees) = (employee to organization)

This is the way for organization to create healthy psychological contract and Jobs satisfaction for their members is to provide them with High QWL environment.

**ASPECTS OF HIGH QWL:**

QWL are highlighted by the following Benchmarks of managerial excellence.

Participation:-Involving people from all levels of responsibility in decision-making

Trust: - Reside signing jobs systems and structures to give people more freedom at work.

Reinforcement: - Creating reward systems that are fair, relevant and contingent on work performance

Responsiveness: - Making the work setting more pleasant and able to serve individual Needs.

**QWL PROGRAMMES:**

QWL programmes concentrate on creating a working environment that is Conductive to the satisfaction of worker needs. This program assumes that a job and the work environment should be structured to meet as many of the workers needs as possible.

Richard Walton has organized into eight categories. These should be integrated, coordinated and properly managed.

These programmes are helped to avoid some pitfalls like

* QWL program must be implemented with the co-operation of management and labor.
* Action plans must be carried to completion.
* Care must be taken to concentrate the focus on the joint objectives of improving the QWL.

**RESULTS OF HIGH QWL:**

* High Productivity
* Increase organizational effectiveness
* High employee satisfaction
* High morale.
* Reduce the absenteeism and labor turn over
* Increase the quality of life of employees
* High employee involvement
* Peaceful industrial relation

**A RATIONALE:**

Job specialization and simplification were popular in the early part of this century. Employees were assigned narrow jobs and supported by a rigid hierarchy in the expectation that efficiency would improve. The idea was to lower cost by using unskilled workers who could be easily trained to do a small, repetitive part of each job.

Many difficulties developed from that classical job design, however. There was excessive division of labor. Workers became socially isolated from their co-workers because their highly specialized jobs weakened their community of interest in the whole product. De-skilled workers lost pride in their work and became bored with their jobs. Higher-order (social and growth) needs were left unsatisfied.

The result was higher turnover and absenteeism, declines in quality and alienated workers. Conflict often arose as workers sought to improve their conditions and organizations failed to respond appropriately. The real cause was that in many instances the job itself simply was not satisfying.

**FORCES FOR CHANGE:**

A factor contributing to the problem was that the workers themselves were changing. They became educated, more affluent (partly because of the effectiveness of classical job design), and more independent. They began reaching for higher-order needs, something more than merely earning their bread. Employers now had two reasons for re-designing jobs and organizations for a better QWL

* Classical design originally gave inadequate attention to human needs.
* The needs and aspirations of workers themselves were changing.

**HUMANISED WORK THROUGH QWL:**

One option was to re-design jobs to have the attributes desired by people, and re-design organizations to have the environment desired by the people. This approach seeks to improve QWL. There is a need to give workers more of a challenge, more of a whole task, more opportunity to use their ideas. Close attention to QWL provides a more humanized work environment**.**

It attempts to serve the higher-order needs of workers as well as their more basic needs. It seeks to employ the higher skills of workers and to provide an environment that encourages them to improve their skills. The idea is that human resources should be developed and not simply used.

Further, the work should not have excessively negative conditions. It should not put workers under undue stress. It should not damage or degrade their humanness. It should not be threatening or unduly dangerous. Finally, it should contribute to, or at least leave unimpaired, workers’ abilities to perform in other life roles, such as citizen, spouse and parent. That is, work should contribute to general social advancement.

**JOB ENLARGEMENT VS JOB ENRICHMENT**

The modern interest in quality of work life was stimulated through efforts to change the scope of people’s jobs in attempting to motivate them. Job scope has two dimensions – breadth and depth.

Job breadth is the number of different tasks an individual is directly responsible for. It ranges from very narrow (one task performed repetitively) to wide (several tasks). Employees with narrow job breadth were sometimes given a wider variety of duties in order to reduce their monotony; this process is called job enlargement.

 In order to perform these additional duties, employees spend less time on each duty. Another approach to changing job breadth is job rotation, which involves periodic assignment of an employee to completely different sets of job activities. Job rotation is an effective way to develop multiple skills in employees, which benefits the organization while creating greater job interest and career options for the employee.

Job enrichment takes a different approach by adding additional motivators to a job to make it more rewarding. It was developed by Frederick Herzberg on the basis of his studies indicating that the most effective way to motivate workers was by focusing on higher-order needs.

Job enrichment seeks to add depth to a job by giving workers more control, responsibility and discretion over hoe their job is performed.

**COMMUNICATION:**

 Now a day’s communication is considered to be an important human skill. The ability to communicate effectively has become one of the skills of a successful manager. The communication can be regards as the motivating force leading to industrial harmony and can be a device for controlling and taking corrective action to ensure the accomplishment of the goals.

**DISCIPLINARY PROCEDURE:**

 Maintenance of harmonious human relations in an organization depends upon the promotion and maintenance of discipline. Discipline has been a matter of utmost concern for all organizations. The objective of discipline in an organization is to increase and maintain business efficiency. P Ghosh and Santosh Ghosh defined Effective discipline as a sign of sound human and industrial relations and organizational health.

**Need for Disciplinary Measures:**

 Rules and regulations are essential to maintain peace, prevent anarchy, and regulate behavior of people and to hold the pieces together.

* Moreover, most of the employees prefer to work under disciplined environment as

Fair rules protect the individuals and the organization and enable the team work.

* Disciplinary measures ensure just and equal treatment to all employees, efficient two-way communication, encourages co-operation and builds team pride.
* Disciplinary rules regulate the behavior of the employees in an organization as the law regulates the behavior of the people in the society.

 Thus an effective disciplinary Procedure can bring peace and effective functioning of organization which ensures a healthy working environment.

**GRIEVANCE PROCEDURE:**

A grievance is a sign of employee’s discontent with job and it nature. The employee has got certain aspirations and expectations which he thinks must be fulfilled by the organization where he is working. When the organization is fails to satisfy the employee needs, he develops a feeling of discontent or dissatisfaction. For instance, the employee expects proper implementation of the central and state Government’s laws, collective agreements, company policies and management responsibilities. Violation of any one among these cause dissatisfaction on his part. Thus, grievance is caused due to the difference between employee expectations and management practice.

**Definitions:**

**Beach** defines a grievance as “any dissatisfaction or feeling of injustice in connection with one’s employment situation that is brought to the notice of the management”.

**Flippo** indicates the grievance as “a type of discontent which must always be expressed. A grievance is usually more formal in character than complaint. It can be valid or ridiculous, and must grow out of something connected with company operations or policy. It must involve an interpretation or application of the provisions of labor contract”.

**Need for Grievance Procedure:**

 Grievance procedure is necessary for any organization due to the following reasons:

1) Most grievances seriously disturb the employees. This may affect their morale, productivity and their willingness to cooperate with the organization. If an explosive situation develops, this can be promptly attended to if a grievance handling procedure is already in existence.

2) It is not possible that all the complaints of the employees would be settled by first-time supervisors, for these supervisors may not have had a proper training for the purpose, and they may lack authority. Moreover, there may be personality conflicts and other causes as well.

3) It serves as a check on the arbitrary actions of the management because supervisors know that employees are likely to see to it that their protest does reach the higher management.

 **SENIORITY AND MERIT IN PROMOTIONS:**

Mostly prefer merit as the basis of promotion as they are interested in enriching its human resources. But trade unions favor seniority as the sole basis for promotion with a view to satisfy the interests of majority of their members.

 The management, in these days of trade unions’ regulation and control, cannot go for merit or ability as the sole basis for promotion. Even if the management go for enriching its human resources, most of the employees may be dissatisfied with the job resulting in instability of employment, un-commitment, disloyalty, high rate of absenteeism culminating in grievances and industrial disputes. In addition, if most of the young blood is promoted, the human resources at the higher level may lack maturity, stability of mind and skill of judgment.

 A number of benefits are tied to the length of service giving the impression to the employees that the benefit of promotion is also linked to the length of seniority.

**Benefits:**

* Promotion places the employees in a position where an employee’s skills and knowledge can be better utilized;
* It creates and increases the interest of other employees in the company as they will also get their turn;
* It creates among employees a feeling of content with the existing conditions of work and employment;
* It increases interest in acquiring higher qualifications, in training and in self development with a view to meet the requirements of promotion;
* The resources of higher order of an employee can be better utilized at higher level. It results maximum utilization of human resources in the organization
* Competent employees are motivated to exert all their resources and contribute them to the organizational efficiency and effectiveness
* It reduces employee turnover
* There would be full support of the trade unions to this system
* Every party trust the management’s action as there is no scope for favoritism, discrimination and judgment

**QUALITY OF WORK LIFE-THEORITICAL FRAMEWORK**

**INTRODUCTION**

Quality is generally defined as “Conformance to requirements”. Quality is “as fitness for purpose”. The concept of quality is not apply to all goods and services created by human beings, but also for workplace where the employees were employed.

Quality in the workplace comes from understanding and then fully meeting, the needs of all your internal and external customers, now and into the future and doing so with continual improvement in efficiency and effectiveness.

QWL refers to the favorableness or unfavourableness of a total job environment of the people. The basic purpose is to develop jobs and working conditions that are excellent for people as well as for the economic health of the organization. QWL provides a more humanized work environment. It attempts to serve the higher – order needs of workers as well as their more basic needs. It seeks to employ the higher skills of workers and to provide an environment that encourages improving their skills.

Q - Quest for excellence

U - Understanding

A - Action

L - Leadership

I - Involvement of the people

T - Team spirit

Y - Yardstick to measure progress

**DEFINITIONS:**

Various authors and researchers have proposed models of Quality of working life which include a wide range of factors. Selected models are reviewed below.

1. **Richard & J.Loy**

The degree to which members of a work organization are able to satisfy important personnel needs through their experience in the organization.

2. **Richard.E.Walton**

He describes the QWL in terms of eight broad conditions of employment that constitute desirable QWL

* Adequate and fair Compensation
* Safe and Healthy working conditions
* Opportunity to use and develop human capacities
* Opportunity for Career growth
* Social integration in the work force
* Constitutionalism in the work organization
* Work and Quality of Life
* Social relevance of Work

**3. V.S.P. Rao**

QWL is a prescriptive concept; it attempts to design work environment so as to maximize the concern for human welfare. It is a goal, as well as a process. The goal is the creation of more involving and satisfying and effective jobs and work environment for people at all levels of the organization. A process of QWL involves efforts to realize their goal through active participation.

a)The QWL is cooperative rather than authoritarian; evolutionary and open rather than static and rigid; informal rather than rule-bound; impersonal rather than mechanistic; mutual respect and trust rather than hatred against each other

**MEANING:**

Quality of work life has gained deserved prominence in the Organizational Behavior as an indicator of the overall of human experience in the work place. It expresses a special way of thinking about people their work and the organizational in which careers are fulfilled.

QWL refers to the relationship between a worker and his environment, adding the human dimension to the technical and economic dimensions within which the work is normally viewed and designed. QWL focus on the problem of creating a human working environment where employees work co – operatively and achieve results collectively. It also includes.

* The programme seeks to promote human dignity and growth
* Employees work collaboratively They determine work change participate
* The programmes assume compatibility of people and organization

QWL refers to the level of satisfaction, motivation, involvement and commitment individuals experience with respect to their line at work. QWL is the degree of excellence brought about work and working conditions which contribute to the overall satisfaction and performance primarily at the individual level but finally at the organizational level.

**THE ASSIGNED TASK:**

In assessing the quality of work life, it is important that the employee feel that the task assigned is valued within the organization. The task should fit his skills and abilities, allow the employee to supervise the progress of the task and provide a way for the employee to reach his ultimate goal within the company.

**PHYSICAL WORK ENVIRONMENT:**

The physical work environment centers on the physical space that the employee is working in or a space that will be used in the future. The physical environment should be safe and healthy, and provide the resources necessary to complete the assigned task. An ideal physical environment is mentally stimulated with all of the necessary job tools present and ready for use.

**ADMINISTRATIVE SYSTEM:**

The administrative system refers to how the organization is managed. An employee with a healthy quality of work life will feel supported and encouraged to do well by the administration. The aforementioned study suggests that employees are looking for work environments where they have access to fair assessments and feedback, and the ability to advance within the organization. Although employees want to be fairly compensated for their roles, more importance is placed on the perception of job prestige from internal and external sources

**WORK LIFE VS HOME LIFE**

* This element is a little harder for businesses to affect because it is rooted in personal perceptions. Every employee is different and that brings a different view on the perfect work and life balance.
* In attempting to create a fair work and life balance, organizations should consider the effect of the job on the family, the level and type of stress the job produces, and the ultimate career goal of the individual employee. Some companies have addressed this by allowing telecommuting, flex schedules or job sharing in lieu of longer hours or increased responsibility

**CONCEPT:**

QWL is a prescriptive concept, it attempts to design work environments so as to maximize concern for human welfare. QWL acts in two dimensions.

* Goal
* Process

**QWL acts as goal by**

* Creation of more involving
* satisfying and effective jobs
* Work environment for people at all levels of the organization

QWL acts as process by

* Make efforts to realize this goal through active participation

The whole essence of QWL may be stated thus, the QWL is co – operative rather than authoritarian; evolutionary and open rather static and rigid; informal rather than mechanistic; mutual respect and trust than hatred against each other.

**Objectives of QWL:**

The major three main objectives for the QWL are

* Improve employees satisfaction
* strengthen workplace learning, and
* Better manage on – going chance and transition

**MAJOR FACTORS AFFECTING THE QWL:**

QWL means having good supervision, good working conditions, good pay and benefits an interesting and challenging, and a rewarding job. The major factors that affect the QWL may be stated thus.

**Pay:**

QWL is basically built around the concept of equitable pay. In the days ahead, employees may want to participate in the profits of the firm as will. Employees must be paid their due share in the progress and prosperity of the firm.

**Benefits:**

Workers throughout the globe have raises their expectations over the years and now feel entitled to benefits that were once considered a part of the bargaining process.

**Job Security:**

Employees want stability of employment. They do not like to be the victims of whimsical personal policies and stay at the mercy of employers.

**Worker Participation:**

Employees have a genuine hunger for participation in organizational issues affecting their lives. Naturally they demand far more participation in the decision making process at the workplace.

**Alternative Work Schedules:**

Employees demand more freedom at the workplace, especially in scheduling their work. Among the alternative work schedules capable of enhancing the quality of work life for some employees are:

1. Flexi time: A system of flexible working hours,
2. Staggered hours: Here groups of employees begin and end work at different intervals.
3. Compressed workweek: It involves more hours of work per day for fever days, per week.
4. Job enrichment: It attempts to increase a person's level of output by providing that persons with exciting, interesting, stimulating or challenging work.
5. Autonomous work groups (AWGs): Here a group of workers will be given some control of decision-making and have responsibility for a task area without day-to-day supervision, and with authority to influence and control both group members and their behavior.

**Occupational Stress:**

Occupational mental-health programmes dealing with stress are beginning to emerge as a new and important aspect of QWL programmes. Obviously, and individual suffering from an uncomfortable amount of job-related stress cannot enjoy a high quality of work life. '

**Social Integration:**

The work environment should provide opportunities for preserving an employee's personal identify and self-esteem through freedom from prejudice, a sense of community, interpersonal openness and the absence of stratification in the organization.

**Work and total life space:**

A person's work should not overbalance his life. Ideally speaking, work schedules, career demands and other job requirements should not take up too much of a person's leisure time and family life.

**WAY TO CREATE HIGH QWL**

QWL deals with the relationship between every employee and his or her work organization. This relationship is formal in sometimes less formal. This contract is psychological; contract. "Psychological contract is the set of expectations held be the individual specifying what the individual and the organization expect to give and receive from each other in the course of their working relationship". This contract represents the expected exchange of values that encourages the individual to work for the organization and motivates the organization to employ that person, (i.e) Contribution and Inducements.



A healthy psychological contract means that inducements and contributions are balance.

**INDUCEMENTS = CONTRIBUTIONS**

(Organization to employees) = (employee to organization)

This is the way for organization to create healthy psychological contract and Jobs satisfaction for their members is to provide them with High QWL environment.

**ASPECTS OF HIGH QWL:**

QWL are highlighted by the following Benchmarks of managerial excellence.

Participation:-Involving people from all levels of responsibility in decision-making

Trust: - Reside signing jobs systems and structures to give people more freedom at work.

Reinforcement: - Creating reward systems that are fair, relevant and contingent on work performance

Responsiveness: - Making the work setting more pleasant and able to serve individual Needs.

**QWL PROGRAMMES:**

QWL programmes concentrate on creating a working environment that is Conductive to the satisfaction of worker needs. This program assumes that a job and the work environment should be structured to meet as many of the workers needs as possible.

Richard Walton has organized into eight categories. These should be integrated, coordinated and properly managed.

These programmes are helped to avoid some pitfalls like

* QWL program must be implemented with the co-operation of management and labor.
* Action plans must be carried to completion.
* Care must be taken to concentrate the focus on the joint objectives of improving the QWL.

**RESULTS OF HIGH QWL:**

* High Productivity
* Increase organizational effectiveness
* High employee satisfaction
* High morale.
* Reduce the absenteeism and labor turn over
* Increase the quality of life of employees
* High employee involvement
* Peaceful industrial relation

**A RATIONALE:**

Job specialization and simplification were popular in the early part of this century. Employees were assigned narrow jobs and supported by a rigid hierarchy in the expectation that efficiency would improve. The idea was to lower cost by using unskilled workers who could be easily trained to do a small, repetitive part of each job.

Many difficulties developed from that classical job design, however. There was excessive division of labor. Workers became socially isolated from their co-workers because their highly specialized jobs weakened their community of interest in the whole product. De-skilled workers lost pride in their work and became bored with their jobs. Higher-order (social and growth) needs were left unsatisfied.

The result was higher turnover and absenteeism, declines in quality and alienated workers. Conflict often arose as workers sought to improve their conditions and organizations failed to respond appropriately. The real cause was that in many instances the job itself simply was not satisfying.

**FORCES FOR CHANGE:**

A factor contributing to the problem was that the workers themselves were changing. They became educated, more affluent (partly because of the effectiveness of classical job design), and more independent. They began reaching for higher-order needs, something more than merely earning their bread. Employers now had two reasons for re-designing jobs and organizations for a better QWL

* Classical design originally gave inadequate attention to human needs.
* The needs and aspirations of workers themselves were changing.

**HUMANISED WORK THROUGH QWL:**

One option was to re-design jobs to have the attributes desired by people, and re-design organizations to have the environment desired by the people. This approach seeks to improve QWL. There is a need to give workers more of a challenge, more of a whole task, more opportunity to use their ideas. Close attention to QWL provides a more humanized work environment**.**

It attempts to serve the higher-order needs of workers as well as their more basic needs. It seeks to employ the higher skills of workers and to provide an environment that encourages them to improve their skills. The idea is that human resources should be developed and not simply used.

Further, the work should not have excessively negative conditions. It should not put workers under undue stress. It should not damage or degrade their humanness. It should not be threatening or unduly dangerous. Finally, it should contribute to, or at least leave unimpaired, workers’ abilities to perform in other life roles, such as citizen, spouse and parent. That is, work should contribute to general social advancement.

**JOB ENLARGEMENT VS JOB ENRICHMENT**

The modern interest in quality of work life was stimulated through efforts to change the scope of people’s jobs in attempting to motivate them. Job scope has two dimensions – breadth and depth.

Job breadth is the number of different tasks an individual is directly responsible for. It ranges from very narrow (one task performed repetitively) to wide (several tasks). Employees with narrow job breadth were sometimes given a wider variety of duties in order to reduce their monotony; this process is called job enlargement.

 In order to perform these additional duties, employees spend less time on each duty. Another approach to changing job breadth is job rotation, which involves periodic assignment of an employee to completely different sets of job activities. Job rotation is an effective way to develop multiple skills in employees, which benefits the organization while creating greater job interest and career options for the employee.

Job enrichment takes a different approach by adding additional motivators to a job to make it more rewarding. It was developed by Frederick Herzberg on the basis of his studies indicating that the most effective way to motivate workers was by focusing on higher-order needs.

Job enrichment seeks to add depth to a job by giving workers more control, responsibility and discretion over hoe their job is performed.

**COMMUNICATION:**

 Now a day’s communication is considered to be an important human skill. The ability to communicate effectively has become one of the skills of a successful manager. The communication can be regards as the motivating force leading to industrial harmony and can be a device for controlling and taking corrective action to ensure the accomplishment of the goals.

**DISCIPLINARY PROCEDURE:**

 Maintenance of harmonious human relations in an organization depends upon the promotion and maintenance of discipline. Discipline has been a matter of utmost concern for all organizations. The objective of discipline in an organization is to increase and maintain business efficiency. P Ghosh and Santosh Ghosh defined Effective discipline as a sign of sound human and industrial relations and organizational health.

**Need for Disciplinary Measures:**

 Rules and regulations are essential to maintain peace, prevent anarchy, and regulate behavior of people and to hold the pieces together.

* Moreover, most of the employees prefer to work under disciplined environment as

Fair rules protect the individuals and the organization and enable the team work.

* Disciplinary measures ensure just and equal treatment to all employees, efficient two-way communication, encourages co-operation and builds team pride.
* Disciplinary rules regulate the behavior of the employees in an organization as the law regulates the behavior of the people in the society.

 Thus an effective disciplinary Procedure can bring peace and effective functioning of organization which ensures a healthy working environment.

**GRIEVANCE PROCEDURE:**

A grievance is a sign of employee’s discontent with job and it nature. The employee has got certain aspirations and expectations which he thinks must be fulfilled by the organization where he is working. When the organization is fails to satisfy the employee needs, he develops a feeling of discontent or dissatisfaction. For instance, the employee expects proper implementation of the central and state Government’s laws, collective agreements, company policies and management responsibilities. Violation of any one among these cause dissatisfaction on his part. Thus, grievance is caused due to the difference between employee expectations and management practice.

**Definitions:**

**Beach** defines a grievance as “any dissatisfaction or feeling of injustice in connection with one’s employment situation that is brought to the notice of the management”.

**Flippo** indicates the grievance as “a type of discontent which must always be expressed. A grievance is usually more formal in character than complaint. It can be valid or ridiculous, and must grow out of something connected with company operations or policy. It must involve an interpretation or application of the provisions of labor contract”.

**Need for Grievance Procedure:**

 Grievance procedure is necessary for any organization due to the following reasons:

1) Most grievances seriously disturb the employees. This may affect their morale, productivity and their willingness to cooperate with the organization. If an explosive situation develops, this can be promptly attended to if a grievance handling procedure is already in existence.

2) It is not possible that all the complaints of the employees would be settled by first-time supervisors, for these supervisors may not have had a proper training for the purpose, and they may lack authority. Moreover, there may be personality conflicts and other causes as well.

3) It serves as a check on the arbitrary actions of the management because supervisors know that employees are likely to see to it that their protest does reach the higher management.

 **SENIORITY AND MERIT IN PROMOTIONS:**

Mostly prefer merit as the basis of promotion as they are interested in enriching its human resources. But trade unions favor seniority as the sole basis for promotion with a view to satisfy the interests of majority of their members.

 The management, in these days of trade unions’ regulation and control, cannot go for merit or ability as the sole basis for promotion. Even if the management go for enriching its human resources, most of the employees may be dissatisfied with the job resulting in instability of employment, un-commitment, disloyalty, high rate of absenteeism culminating in grievances and industrial disputes. In addition, if most of the young blood is promoted, the human resources at the higher level may lack maturity, stability of mind and skill of judgment.

 A number of benefits are tied to the length of service giving the impression to the employees that the benefit of promotion is also linked to the length of seniority.

**Benefits:**

* Promotion places the employees in a position where an employee’s skills and knowledge can be better utilized;
* It creates and increases the interest of other employees in the company as they will also get their turn;
* It creates among employees a feeling of content with the existing conditions of work and employment;
* It increases interest in acquiring higher qualifications, in training and in self development with a view to meet the requirements of promotion;
* The resources of higher order of an employee can be better utilized at higher level. It results maximum utilization of human resources in the organization
* Competent employees are motivated to exert all their resources and contribute them to the organizational efficiency and effectiveness
* It reduces employee turnover
* There would be full support of the trade unions to this system
* Every party trust the management’s action as there is no scope for favoritism, discrimination and judgment

 **DATA-ANALYSIS AND INTERPRETAIONS**

 1) How is the satisfaction level of safety at workplace?

 **Illustration:**

|  |  |  |  |
| --- | --- | --- | --- |
| **S. No** | **Options** | **Number of Employees** | **Percentage (%)** |
| 1 | Satisfied | 50 | 50 |
| 2 | Moderately Satisfied | 30 | 30 |
| 3 | Dissatisfied | 20 | 20 |
| Total | 100 | 100% |

**Graph:**

**Interpretation:**

 From the above graph it is interpreted that, 50% of the employees are satisfied with the safety at work place, 30% of the employees are moderately satisfied and 20% of the employees are dissatisfied with regard to the safety at work place.

2) How is the satisfaction level of salary provided by the organisation?

**Illustration:**

|  |  |  |  |
| --- | --- | --- | --- |
| **S. No** | **Options** | **Number of Employees** | **Percentage (%)** |
| 1 | Satisfied | 43 | 43 |
| 2 | Moderately Satisfied | 27 | 27 |
| 3 | Dissatisfied | 30 | 30 |
| Total | 100 | 100% |

**Graph:**

**Interpretation:**

From the above graph it is interpreted that, 43% of the employees are satisfied with the salary provided by the organization, 27% of the employees are moderately satisfied and 30% of the employees are dissatisfied.

3) Are you satisfied with the bonus provided by the South Central Railway?

**Illustration:**

|  |  |  |  |
| --- | --- | --- | --- |
| **S. No** | **Options** | **Number of Employees** | **Percentage (%)** |
| 1 | Satisfied | 41 | 41 |
| 2 | Highly Satisfied | 35 | 35 |
| 3 | Dissatisfied | 24 | 24 |
| Total | 100 | 100% |

**Graph:**

**Interpretation:**

From the above graph it is interpreted that, 41% of the employees are satisfied with the bonus provided by organisation, 35% of the employees are highly satisfied and 24% of the employees are dissatisfied with the bonus provided by the organisation.

4) Are you able to balance work life?

**Illustration:**

|  |  |  |  |
| --- | --- | --- | --- |
| **S. No** | **Options** | **Number of Employees** | **Percentage (%)** |
| 1 | Yes | 56 | 56 |
| **2** | No | 44 | 44 |
| **Total** | 100 | 100% |

**Graph:ss**

**Interpretation:**

From the above graph it is interpreted that, 56% of the employees are able to balance their work life whereas 44% of the employees are unable to balance their work life.

1. Do you agree that organisation provides a chance for employee development?

**Illustration:**

|  |  |  |  |
| --- | --- | --- | --- |
| **S. No** | **Options** | **Number of Employees** | **Percentage (%)** |
| 1 | Strongly Agree | 50 | 50 |
| 2 | Agree | 30 | 30 |
| 3 | Disagree | 20 | 20 |
| Total | 100 | 100% |

**Graph:**

**Interpretation:**

 From the above graph it is interpreted that,50% of the employees are agree that the organisation provides a chance for development ,30% of the employees are strongly agree and 20% of the employees are disagree.

6) How do you feel about the quality of food available in Railway Canteen?

**Illustration:**

|  |  |  |  |
| --- | --- | --- | --- |
| **S. No** | **Options** | **Number of Employees** | **Percentage (%)** |
| 1 | Satisfied | 30 | 30 |
| 2 | Moderately Satisfied | 25 | 25 |
| 3 | Dissatisfied | 45 | 45 |
| Total | 100 | 100% |

**Graph:**

**Interpretation:**

 From the above graph it is interpreted that, 45% of the employees are dissatisfied with the quality of food available in Railway Canteen, 30% of the employees are satisfied whereas 25% of the employees are moderately satisfied with the quality of food available in the railway canteen.

1. How are the working hours of the organisation?

**Illustration:**

|  |  |  |  |
| --- | --- | --- | --- |
| **S. No** | **Options** | **Number of Employees** | **Percentage (%)** |
| 1 | Highly Satisfactory | 40 | 40 |
| 2 | Satisfactory | 34 | 34 |
| 3 | Dissatisfactory | 26 | 26 |
| Total | 100 | 100% |

**Graph:**

**Interpretation:** From the above graph it is interpreted that, 40% of the employees are highly satisfied with the working hours, 34% of the employees are satisfied whereas 26% of the employees are dissatisfied with the working hours in the organisation.

1. Are you satisfied with the working conditions (Hours, Place, Air, Light) in the organisation?

 **Illustration:**

|  |  |  |  |
| --- | --- | --- | --- |
| **S. No** | **Options** | **Number of Employees** | **Percentage (%)** |
| 1 | Satisfied | 50 | 50 |
| 2 | Moderately Satisfied | 30 | 30 |
| 3 | Dissatisfied | 20 | 20 |
| Total | 100 | 100% |

**Graph:**

**Interpretation:**

 From the above graph it is interpreted that, 50% of the employees are satisfied with the working conditions (Hours, Place, Air, and Light), 30% of the employees are moderately satisfied and 20% of the employees are dissatisfied with the working conditions in the organisation.

 9) How do you feel about the formal communication in the organisation?

**Illustration:**

|  |  |  |  |
| --- | --- | --- | --- |
| **S. No** | **Options** | **Number of Employees** | **Percentage (%)** |
| 1 | Friendly | 40 | 40 |
| 2 | Supervisory | 30 | 30 |
| 3 | Authoritative | 30 | 30 |
| Total | 100 | 100% |

**Graph:**

**Interpretation:**

 From the above graph it is interpreted that, 40% of the employee’s opinion is that the formal communication in the organisation is friendly, 30% of the employee’s opinion is supervisory and 30% of the employees is that the formal communication in the organisation is authoritative.

10) How much stress involved in the nature of work?

**Illustration:**

|  |  |  |  |
| --- | --- | --- | --- |
| **S. No** | **Options** | **Number of Employees** | **Percentage (%)** |
| 1 | High | 60 | 60 |
| 2 | Moderate | 30 | 30 |
| 3 | Low | 10 | 10 |
| Total | 100 | 100% |

**Graph:**

**Interpretation:**

 From the above graph it is interpreted that, 60% of the employees are facing stress in their work, 30% of the employees are facing moderate stress whereas 10% of the employees are facing low stress in their work.

11) Do you agree with the recognition of employee performance in the organisation?

**Illustration:**

|  |  |  |  |
| --- | --- | --- | --- |
| **S. No** | **Options** | **Number of Employees** | **Percentage (%)** |
| 1 | Strongly Agree | 38 | 38 |
| 2 | Agree | 45 | 45 |
| 3 | Disagree | 17 | 17 |
| Total | 100 | 100% |

**Graph:**

**Interpretation:**

From the above graph it is interpreted that 38% of employees opinion is strongly agree that there is employee recognition in the organization, 45% of employees opinion is agree that there is employee recognition in the organization and 17% of employees opinion is dis-agreed that there is no employee recognition in the organization.

12) What is your satisfaction level regarding Railway Hospital services provided by the organization?

**Illustration:**

|  |  |  |  |
| --- | --- | --- | --- |
| **S. No** | **Options** | **Number of Employees** | **Percentage (%)** |
| 1 | Highly Satisfied | 40 | 40 |
| 2 | Satisfied | 30 | 30 |
| 3 | Dissatisfied | 30 | 30 |
| Total | 100 | 100% |

**Graph:**

**Interpretation:**

From the above graph it is interpreted that 40% of employees are highly satisfied with the hospital services provided by the organiation, 30% of employees are satisfied with the hospital, 30% of employees are dis-satisfied with the railway hspital services provided by the organiation.

13) How do you feel about the relationships with superiors and peers in the organization?

**Illustration:**

|  |  |  |  |
| --- | --- | --- | --- |
| **S. No** | **Options** | **Number of Employees** | **Percentage (%)** |
| 1 | Friendly | 48 | 48 |
| 2 | Supervisory | 32 | 32 |
| 3 | Authoritative | 20 | 20 |
| Total | 100 | 100% |

**Graph:**

**Interpretation:**

From the above graph it is interpretedthat 48% of employees opinion is that the relationship is friendly with superiors and peers in the organization, 32% of employees opinion is that the relationship is supervisory with superiors and peers in the organization, 20% of employees opinion is that the relationship is authoritative with superiors and peers in the organization.

14) What is the role of the employees in consideration of workers suggestions at the time of decision making?

**Illustration:**

|  |  |  |  |
| --- | --- | --- | --- |
| **S. No** | **Options** | **Number of Employees** | **Percentage (%)** |
| 1 | More | 42 | 42 |
| 2 | Often | 31 | 31 |
| 3 | Less | 27 | 27 |
| Total | 100 | 100% |

**Graph:**

**Interpretation:**

From the above graph it is interpreted that 31% of employees opinion is that the workers suggestions are often considered at the time of decision making, 42% of employees opinion is that the workers suggestions are more considered at the time of decision making, 27% of employees opinion is that the workers suggestions are less considered at the time of decision making.

15) What is your opinion with regard to the consideration of seniority and merit in promotion without any partialities?

**Illustration:**

|  |  |  |  |
| --- | --- | --- | --- |
| **S. No** | **Options** | **Number of Employees** | **Percentage (%)** |
| 1 | Yes | 61 | 61 |
| 2 | No | 39 | 39 |
| Total | 100 | 100% |

**Graph:**

**Interpretation:**

From the above graph it is interpreted that, 61% of employee’s opinion is that the organization considers seniority and merit in promotions without any partialities, 39% of employees opinion is that the organization is not considering seniority and merit in promotions.

16) What is your opinion in the matter of strict implementation of grievance procedure in organisation?

**Illustration:**

|  |  |  |  |
| --- | --- | --- | --- |
| **S. No** | **Options** | **Number of Employees** | **Percentage (%)** |
| 1 | Yes | 63 | 63 |
| 2 | No | 37 | 37 |
| Total | 100 | 100% |

**Graph:**

**Interpretation:**

From the above graph it is interpreted that 63% of employee’s opinion is that the grievance procedure is strictly implemented in the organization, 37% of employee’s opinion is that the grievance procedure is not strictly implemented in the organization.

17) Does the organisation consider the union activities for employee welfare?

**Illustration:**

|  |  |  |  |
| --- | --- | --- | --- |
| **S. No** | **Options** | **Number of Employees** | **Percentage (%)** |
| 1 | More | 41 | 41 |
| 2 | Often | 30 | 30 |
| 3 | Less | 29 | 29 |
| Total | 100 | 100% |

**Graph:**

**Interpretation:**

From the above graph it is interpreted that, 30% of employees opinion is that often respect and consideration is given to the union activities by the organization for employee welfare, 41% of employees opinion is that more respect and consideration is given to the union activities by the organization for employee welfare and 29% of employees opined that less respect and consideration is given to the union activities by the organization for employee welfare.

18) Are you satisfied with the compensation in case of accidents, fire and explosion?

**Illustration:**

|  |  |  |  |
| --- | --- | --- | --- |
| **S. No** | **Options** | **Number of Employees** | **Percentage (%)** |
| 1 | Yes | 56 | 56 |
| 2 | No | 44 | 44 |
| Total | 100 | 100% |

**Graph:**

**Interpretation:**

From the above graph it is interpreted that, 56% of employees opinion is that the organization provides compensation in case of accidents, fire and explosion and 44% of employees opined that the organization does not provides compensation in case of accidents, fire and explosion.

19) Do you feel free to offer comments and suggestions in your environment?

**Illustration:**

|  |  |  |  |
| --- | --- | --- | --- |
| **S. No** | **Options** | **Number of Employees** | **Percentage (%)** |
| 1 | Yes | 61 | 61 |
| 2 | No | 39 | 39 |
| Total | 100 | 100% |

**Graph:**

**Interpretation:**

 From the above graph it is interpreted that, 61% of the employees are feeling free to offer comments and suggestions in the work environment and 39% of the employees are not feeling free to offer comments and suggestions in the work environment.

20) Does the organisation allow you to use skills and abilities to the maximum level?

**Illustration**:

|  |  |  |  |
| --- | --- | --- | --- |
| **S. No** | **Options** | **Number of Employees** | **Percentage (%)** |
| 1 | Yes | 32 | 32 |
| 2 | No | 68 | 68 |
| Total | 100 | 100% |

**Graph**:

**Interpretation**:

 From the above graph it is interpreted that, 68% of the employees are felt that their skills and abilities are not used at the maximum level whereas 32% of the employees are felt that organisation using their skills and abilities to the maximum level.

21) Do you feel comfortable and satisfied with your job?

**Illustration**:

|  |  |  |  |
| --- | --- | --- | --- |
| **S. No** | **Options** | **Number of Employees** | **Percentage (%)** |
| 1 | Yes | 61 | 61 |
| 2 | No | 39 | 39 |
| Total | 100 | 100% |

**Graph**:

**Interpretation:**

 From the above graph it is interpreted that, 61% of the employees are comfortable and satisfied with their job and 39% of the employees are not comfortable with their job.

22) Are you comfortable with the frequent transfers in the organisation?

**Illustration:**

|  |  |  |  |
| --- | --- | --- | --- |
| **S. No** | **Options** | **Number of Employees** | **Percentage (%)** |
| 1 | Yes | 37 | 37 |
| 2 | No | 63 | 63 |
| Total | 100 | 100% |

**Graph:**

**Interpretation:**

From the above graph it is interpreted that, 63% of the employees are not comfortable with the frequent transfers and 37% of the employees are satisfied with the frequent transfers.

s

**FINDINGS**

* It is identified that 30% of the employees are dissatisfied with the level of salary provided by the organisation.
* It is identified that 44% of the employees are unable to balance the work life.
* It is identified that 63% of the employees are not comfortable with the frequent transfers.
* It is identified that 20% of the employees are dissatisfied with the working conditions in the organisation.
* It is identified that 60% of the employees are facing more stress in their work.
* It is identified that 30% of the employees are dissatisfied with the railway hospital services.
* It is identified that 27% of the employees stated that workers suggestions are not considered by the organisation at the time of decision making
* It is identified that 37% of the employees stated that there is no strict implementation of grievance procedure in the organisation.
* It is identified that 44% of the employees are not satisfied with the compensation provided by the organisation at the time of accidents, fire & explosion.
* It is identified that 68% of the employees are dissatisfied about the usage of skills and abilities at work place.
* It is identified that 63% of the employees are not comfortable with the frequent transfers.

**SUGGESTIONS**

* It is suggested that the organisation should consider the needs and necessity of the employees of various designations and should provide fair salaries for the retention of prospective employees.
* It is suggested that the organisation should take an initiative about the workers who are unable to balance their work life and should conduct counselling and encourage them to build up their career with the support of organisation.
* It is suggested that the organisation should provide qualitative and hygienic food with better quality standards for the employees at railway canteens to attract the employees for having food at canteen which can be a factor of revenue generation for the organisation.
* It is suggested that the organisation should provide better working conditions with the better environment which makes employee feel free to work.
* It is suggested that the organisation should conduct Yoga classes and motivational workshops for making the employees stress free so that employee can enjoy their work without any tensions.
* It is suggested that the organisation should maintain hospital with 24/7 medical services with qualified doctors with proper medical aid and also cleanliness which can improve the health of workers when got admitted to gain the employee satisfaction with the medical services provided by the organisation.
* It is suggested that the organisation should encourage employee participation by considering their suggestions at the time of decision making for building employee employer relationship and also get the creative ideas from the workers for betterment of organisation success.
* It is suggested that the organisation should make the employees aware about the grievance handling procedures and its implementation which makes them feel free to express their problems and to get best solutions for their personnel and professional development.
* It is suggested that the organisation should provide compensation basing on a type of accident met by an employee and also provide medical leaves with salary and free hospital services to retain the employees.
* It is suggested that the organisation should make the employees feel free to use their skills and abilities for the better innovative and creative thoughts which can improve the quality of work instead of using the same procedure.
* It is suggested that frequent transfers might affect the workers ability to perform their work in order to avoid this organisation should transfer employees only a certain period of time.