

## Analysis of Employee Welfare Schemes at South Central Railways

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### Abstract:

The objective of this research was to explore the Employee Welfare schemes existing in South Central Railways and its contribution in satisfaction of employees and retaining talented personnel. The Satisfaction of employees of South Central Railways has been analyzed with respect to the welfare schemes provided. Being the largest employer in the world, South Central Railways has been chosen as a representative zone to evaluate the compensation and benefits offered to railway employees in general. South Central Railways is strategically positioned in the southern peninsula, headquartered at Secunderabad, and serves the economically vibrant states of Telangana, Andhra Pradesh, Parts of Maharashtra, Madhya Pradesh and Tamil Nadu. Questionnaire method was used and then the samples were analyzed using the statistical tool, Graphpad prism. The sample collected was evaluated in both male and female employees to determine if there is a difference of opinion in the satisfaction level based on gender. While it was observed that differences do exist between the satisfaction levels of male and females in certain aspects, these are minimal and the employees overall are satisfied with the current compensation and benefits policies at South Central Railways. This fact has been illustrated in this paper and bears testimony to the conclusions stated.

**Keywords:** Employee Welfare, South Central Railways (SCR), IRWO (Indian Railway Welfare Organization), PREM (Participation of Railway Employees in Management)

### Introduction:

South Central Railways (SCR) a modern system of mass transportation fulfilling the aspirations of the passengers/customers and carved a niche for itself in Indian Railways system is one of the biggest railway Zone in Indian Railways covering southern peninsula covering the massive transportation of customer and goods. South Central Railways is strategically positioned in the southern peninsula, with its headquarters at Secunderabad serves the economically vibrant state of Telangana, Andhra Pradesh, Parts of Maharashtra, Madhya Pradesh and Tamil Nadu.

### Objectives of Study:

Two objectives were determined in the study.

1. First objective was to understand whether the current welfare schemes of South Central Railways were lucrative for prospective talented candidates to apply
2. Secondly, employee satisfaction of the existing welfare schemes is not dependent on gender

### **Literature Review:**

A study on Welfare Measures on Indian Railways was by conducted by Dr. Asiya Chaudhay and Roohi Iqbal and published in 2011 International Journal Research in Commerce and Management. The study presented the various welfare schemes given in railways like Canteen facility, Educational benefits etc. It concluded that the present welfare scenario is not sufficient and suggestions were given to provide further facilities. Another study on “Turnaround of Indian Railways: A Critical Appraisal of Strategies and Solutions” by Indian Institute of Management, Ahmedabad in 2007 called W.P. No. 2007-02-03. It reflected the financial aspect of Railways and how Railways managed to recover its multi crore loss and managed to make profits. M. Devi Prasad (2010) conducted a survey on various Service Quality Management aspects and concluded that unlike Airline services in SCR human touch is missing and so Quality of Services provided to Railway Travelers are not satisfactory.

Dr. G. Alivelu Siva Prasad (2008) presented a paper titled “Trends in Productivity across the Indian Zonal Railways 1981-82 through 2002-03” at the Development Convention held in February 20-22 2008 at Institute of Public Enterprises. It clearly reflected the overall productivity improvement of Railways in the coming years.

### **Workers Participation in Management:**

Whitely Committee in UK during 1917 has recommended that workers should be given opportunity to participate in the discussion for

- Promoting productivity for the general benefit of the organization, employee and community
- Giving employees a better understanding of their role in the organization in the process of production
- Satisfying the workers urge of self expression, to achieve industrial peace, better relationship and cooperation

In Railways, workers participation is in practice for a long time by associating the representatives of trade unions in different areas like:

- Staff benefit fund committee
- Quarters committee
- Housing committee
- Running room advisory committee
- Canteen management committee
- Hospital visiting committee
- Labour advisory committee
- Executive committees of Railway Institute and clubs
- Workshop productivity councils etc.

In addition in the area of workers participation in management, corporate enterprise groups of management and labour have been formed at Railway Board, Zonal Railway and Divisions, which is now being called as Participation of Railway Employees in management(PREM)

### **Welfare Organization in South Central Railways:**

Indian Railway Welfare Organization (IRWO) was set up on 25th September 1989 under the patronage of the Ministry of Railways, Government of India, for the purpose of promoting social welfare schemes such as providing help to acquire accommodation to serving and retired railway employees on “No Profit No Loss” basis. It is registered as a Society under the Societies Registration Act XXI of 1860. It has its head quarters at New Delhi and zonal offices at Kolkata, Lucknow, Chennai and Mumbai. However, the zonal offices are not permanent offices. They may be increased or wound up according to need.

### **Research Methodology:**

Primary data was collected on random sampling administering the questionnaire from the 90 respondent employees of South Central Railway in Departments of Accounts, Personnel, Commercial, Rajbhasha & Medical consisting of 20% of the total employees of each department to maintain uniformity. Data is based on information gathered from the employees. Tables and graphs were used as a part of data analysis techniques. Questionnaire on welfare schemes included the following:

1. You are satisfied with the Welfare facilities offered to you as a South Central Railways Employee.

A                      B                      C                      D                      E

2. With the Computerization of the Welfare benefits and a wholly dedicated website, (<http://www.irwo.in/>), the whole process of communication of welfare facilities to employees has been simplified.

A                      B                      C                      D                      E

3. Level of Involvement of HR/ personnel department is very high in administering Welfare activities within the organization.

A                      B                      C                      D                      E

4. Do you organize annual social functions for your employees as part of the various welfare schemes?

A                      B                      C                      D                      E

5. The welfare measures introduced by the Personnel department for the staff has increased greatly over the last 10-30 years.

A                      B                      C                      D                      E

### **Statistical Analysis:**

Column statistics were employed to analyze the questionnaire-based data generated. Column statistics analysis computes descriptive statistics of each data set, tests for normality, and tests whether the mean of a column is different than a hypothetical value. Tukey’s multiple comparison test was used to determine differences in scores between responders. Likewise, a two-way analysis of variance (ANOVA) was employed to estimate the interaction and impact of gender on the response within each section as well as between different sections of the questionnaire. Analysis was conducted using Graphpad Prism (Version 5.02) and differences were deemed significant at  $P < 0.05$ .

### Results and Discussion:

The research questionnaire provided to randomly selected employees of South Central Railways was an attempt to understand the extent of satisfaction provided by the practices currently employed by the human resource department. Besides, the impact of gender on the overall response was determined by enrolling an equal proportion of males and females for the survey. The questionnaire comprised of five questions. Respondents were requested to circle the option they deem most appropriate. Options comprised of **A**- Strongly Disagree, **B**- Disagree, **C**-Neither Agree nor Disagree, **D**-Agree, and **E**-Strongly Agree. For data analysis, alphabets were converted into numbers (**A** =1, **B**=2, **C**=3, **D**=4, **E**=5) to arrive at the scoring pattern shown in the graphs.

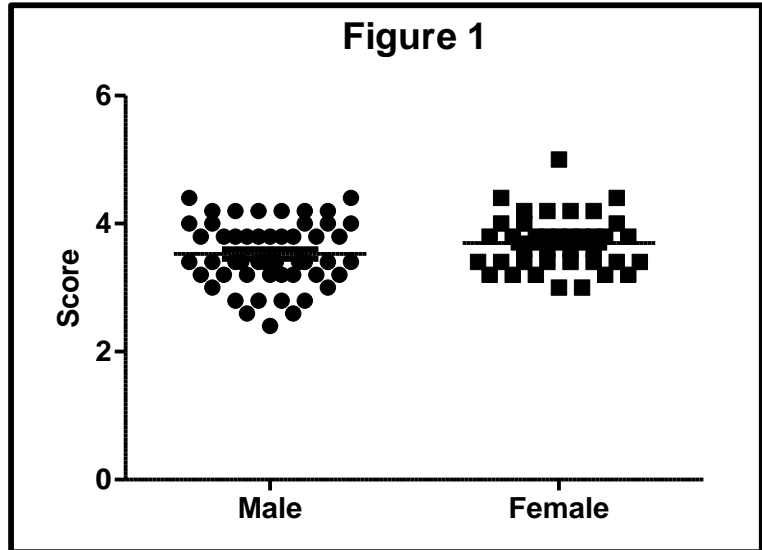
**Figure 1** depicts the differences in opinion between male and female respondents with respect to compensation and benefits. Data indicated significant differences ( $P < 0.001$ ) between male and female responders on issues employment relations with the mean values being higher for females (3.69) versus males (3.52). Females tended to be more vehement in their responses to the questions on compensation and benefits.

**Figure 2** depicts the average scores across the questions irrespective of gender. While the scores were similar across questions 1, 2, 3, and 4, there was a significant difference between 1 and 5. Irrespective of gender, employees were less satisfied with the welfare schemes that are currently provided at South Central Railways. However, most employees do strongly agree that there has been an overall improvement in the welfare facilities provided to them over the last three decades and therefore making Railways a preferred organization for employment.

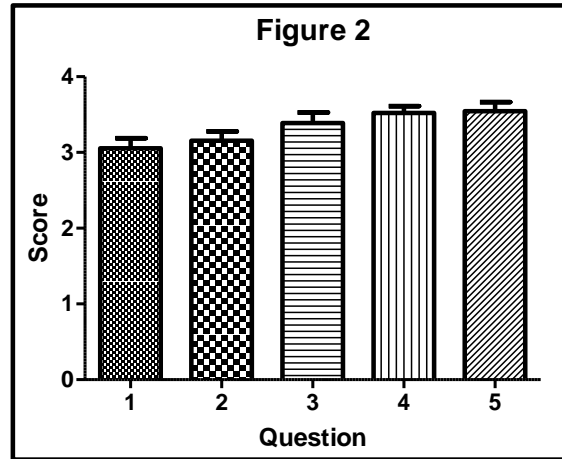
**Figures 3** depict the effect of gender on the responses. Irrespective of section, satisfaction of employees varied with gender with males tending to disagree on issues related to employee welfare measures. While average scores across questions were different, a gender by question interaction was not evident.

### Conclusion:

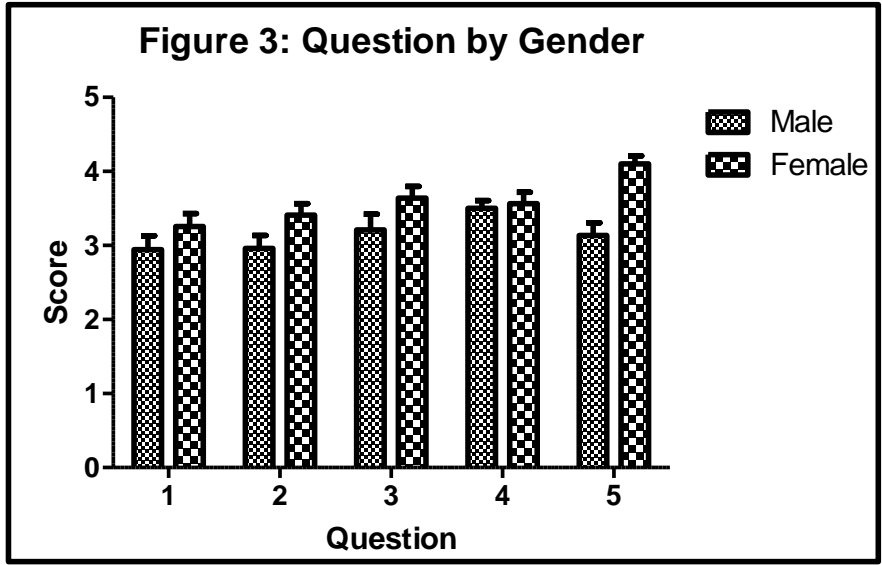
Overall, data indicate that while differences do exist between male and females in certain aspects, the responses were not terribly discouraging for the practices being followed. Also promising is the fact that employees acknowledge a significant change in system with an improvement in the overall welfare benefits provided to employees over the past three decades. It has been concluded that the Welfare Schemes of South Central Railways are definitely lucrative for prospective talented employees to apply there for employment. Also irrespective of gender, the employees are satisfied with the existing Welfare activities of the organization.



	Male	Female
Number of values	51	39
Minimum	2.400	3.000
25% Percentile	3.200	3.400
Median	3.400	3.800
75% Percentile	4.000	4.000
Maximum	4.400	5.000
Mean	3.525	3.697
Std. Deviation	0.5059	0.4301
Std. Error	0.07084	0.06887
Lower 95% CI of mean	3.383	3.558
Upper 95% CI of mean	3.668	3.837
One sample t test		
Theoretical mean	0.0	0.0
Actual mean	3.525	3.697
Discrepancy	-3.525	-3.697
95% CI of discrepancy	3.383 to 3.668	3.558 to 3.837
t, df	t=49.77 df=50	t=53.69 df=38
P value (two tailed)	< 0.0001	< 0.0001
Significant (alpha=0.05)?	Yes	Yes
Sum	179.8	144.2



Tukey's Multiple Comparison Test	Mean Diff.	q	Significant? P < 0.05?	Summary	95% CI of diff
1 vs 2 2	-0.1000	0.8165	No	ns	-0.5789 to 0.3789
1 vs 3 3	-0.3333	2.722	No	ns	-0.8122 to 0.1456
1 vs 4 4	-0.4667	3.810	No	ns	-0.9456 to 0.01223
1 vs 5 5	-0.4889	3.992	Yes	*	-0.9678 to -0.009987
2 vs 3 3	-0.2333	1.905	No	ns	-0.7122 to 0.2456
2 vs 4 4	-0.3667	2.994	No	ns	-0.8456 to 0.1122
2 vs 5 5	-0.3889	3.175	No	ns	-0.8678 to 0.09001
3 vs 4 4	-0.1333	1.089	No	ns	-0.6122 to 0.3456
3 vs 5 5	-0.1556	1.270	No	ns	-0.6345 to 0.3233
4 vs 5 5	-0.02222	0.1815	No	ns	-0.5011 to 0.4567



Two-way ANOVA				
Source of Variation	% of total variation	P value		
Interaction	1.56	0.1121		
Column Factor	3.54	< 0.0001		
Row Factor	2.84	0.0089		
Source of Variation	P value summary	Significant?		
Interaction	ns	No		
Column Factor	***	Yes		
Row Factor	**	Yes		
Source of Variation	Df	Sum-of-squares	Mean square	F
Interaction	4	9.715	2.429	1.885
Column Factor	1	22.05	22.05	17.11
Row Factor	4	17.68	4.420	3.430
Residual	445	573.5	1.289	

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