

Chapter – 3

Methodology

This present study is an exploratory study, with a cross sectional design.

3.1 Area of Study

This study has been conducted on the loco running staff of Indian Railways, with a special focus on the loco running staff of Delhi division of Northern Railway. The loco running staff in the Delhi division of Indian Railways is fairly representative of the loco running staff of the entire Indian Railways. Hence, the study has mainly focussed on the loco running staff of the Delhi division. The target group for the study includes the loco running staff in different grades as well as loco running supervisory staff

3.2 Sample Description

The study has focussed on the loco pilots of different grades, traction loco controllers/power controllers, crew controllers and the loco running supervisors, i.e. Chief Loco Inspectors of Indian Railways, with a special focus on the loco running staff of Delhi division of Northern Railway.

3.3 Conduct of the study

The study has been conducted on a sample of the population of the loco running staff over the Delhi division, having representatives of different categories of the loco running staff. 500 nos. of employees have been considered in the study.

Primary data has been collected through specially designed questionnaire (Annexure-3). Section-1 of the questionnaire focussed on personal profile of all the respondents to be surveyed. The personal profile was based on following details:

1. Designation
2. Headquarters station
3. Traction stream
4. Gender
5. Age
6. Marital status
7. Type of family
8. Number of dependent family members.
9. Length of Railway service.
10. Category of native place

11. Educational qualification
12. Technical educational qualification
13. Mode of recruitment to running staff cadre

Details about personal habits such as smoking, chewing tobacco/gutka and drinking habits were also sought. It was done in order to testify the results from different angles.

Section-2 of the questionnaire contained items on the following motivation factors.

1. Effect of irregular duty cycle of the train operations on life style and quality of rest.
2. Travel time from home to crew lobby.
3. Waiting period at a station, after signing on at a crew lobby.
4. Transparency in calculations of perks and allowances.
5. Working conditions during train operation.
6. Duration of continuous duty hours.
7. Quality of rest at running rooms.
8. Anxiety and stress during train working.
9. Sanction of leave.
10. Comparative financial status among colleague ailway employees.
11. Participation in family and social functions; and festivals with family.
12. Fulfilment of family responsibilities.
13. Upbringing and academic progress of children.

- Place of posting.
- Transparency in crew booking.
- Duration of stay away from HQs.
- Redressal of grievances.
- Interpersonal relations with colleagues and supervisors.
- Interpersonal relations with officers.
- Trust on organization.
- Organisational pride.
- Desire for growth and development.
- Responsibility.
- Recognition of seniority and skills in the organisation.
- Appreciation and recognition of good performance.
- Worth in organization.
- Response of organization to reports of abnormalities running staff.
- Initiative.
- Quality of mentorship by supervisors.
- Professional competence.
- Training.
- Efficacy of supervision.
- Norms of punishment for lapses.

Based on the Alderferg's "ERG" theory, the above motivation factors can be classified into three categories; i.e. motivation factors corresponding to "Existence" motivation needs, motivation factors corresponding to "Relatedness" motivation needs and motivation factors corresponding to

"Growth" motivation needs. The break-up of the above factors into these categories is as follows:

I. **"Existence" motivation factors:**

1. Effect of irregular duty cycle of the train operations on life style and quality of rest.
2. Travel time from home to crew lobby.
3. Waiting period at a station, after signing on at a crew lobby.
4. Transparency in calculations of perks and allowances.
5. Working conditions during train operation.
6. Duration of continuous duty hours.
7. Quality of rest at running rooms.
8. Anxiety and stress during train working.
9. Sanction of leave.

II. **"Relatedness" motivation factors:**

1. Comparative financial status among colleague ailway employees.
2. Participation in family and social functions; and festivals with family.
3. Fulfilment of family responsibilities.
4. Upbringing and academic progress of children.
5. Place of posting.
6. Transparency in crew booking.
7. Duration of stay away from HQs.

8. Redressal of grievances.
9. Interpersonal relations with colleagues and supervisors.
10. Interpersonal relations with officers.
11. Trust on organization.

III. "Growth" motivation factors

1. Organisational pride.
2. Desire for growth and development.
3. Responsibility.
4. Recognition of seniority and skills in the organisation.
5. Appreciation and recognition of good performance.
6. Worth in organization.
7. Response of organization to reports of abnormalities running staff.
8. Initiative.
9. Quality of mentorship by supervisors.
10. Professional competence.
11. Training.
12. Efficacy of supervision.
13. Norms of punishment for lapses.

The respondents were expected to mention their agreement or disagreement with the statement in each item on a 5-point rating scale, which was originally used by Rensis Likert.

The marking were 1-2-3-4-5, which specifically referred to the following:

- 5 - **Strongly agree**
- 4 - **Agree**
- 3 - **Neutral**
- 2 - **Disagree**
- 1 - **Strongly disagree**

The data received in the responses has been analyzed in the next chapter.