

## Chapter – 5

### Conclusions

#### 1.0 Overview

A total of 500 loco running staff gave their responses in the questionnaires. Out of the above, majority of the respondents belong to different crew lobby headquarters of Delhi division of Northern Railway of IR. A few of the running staff of the crew lobby headquarters of the adjoining divisions of the Delhi division i.e. Agra (AGC), Allahabad (ALD) and Jhansi (JHS) of North Central Railway; Kota (KTT) of West Central Railway and Moradabad (MB) of Northern Railway, have also participated in the above survey.

Out of the above headquarters, Agra Cantt. (AGC), Tundla (TDL) and Jhansi (JHS) belong to Agra, Allahabad and Jhansi divisions of North Central Railway (NCR) respectively. Kota (KTT) and Gangapur City (GGC) belong to Kota division of West Central Railway (WCR). Moradabad (MB) headquarter belongs to Moradabad division of Northern Railway (NR). The balance headquarters belong to Delhi division of NR.

Category wise, majority of the respondents belong to Assistant Loco Pilot, Loco Pilot Shunting and Loco Pilot Goods categories which, normally also, constitute bulk of the running staff population.

The responses received from the loco running staff of different head quarters of Delhi division and some of the adjoining divisions have been tabulated and analyzed in detail in the previous chapter. The analysis has identified present levels of motivation of different grades and ranks of the loco running staff. It has also analysed trends of variations and deviations in the motivation levels of the loco running staff. Broad reasons for such variations and deviations in the motivation levels of the loco running staff have also been analysed.

## **2.0 Conclusions on the Basis of Demographic Analysis of Responses of the Running Staff on "Existence", "Relatedness" and "Growth" ("ERG") Motivation Factors.**

Based on the above analysis, following conclusions are drawn.

1. The running staff exhibits low motivation levels on "Existence" motivation factors, indicating under-fulfilment of "Existence" needs. They exhibit moderate motivation levels on "Relatedness" motivation factors, indicating satisfactory level of fulfilment of "Relatedness" needs. However, they exhibit high motivation levels on "Growth" motivation factors, indicating a high level of fulfilment of "Growth" needs.

They also exhibit moderate motivation levels on "ERG" motivation factors on overall basis, indicating satisfactory level of fulfilment of "ERG" needs on overall basis.

The above responses validates the stipulation of Alderfer's "ERG" theory of motivation that higher level motivation needs of an individual may be fulfilled even if his/her lower level motivation needs remain unfulfilled.

Assistant Loco Pilots and Loco Pilots Shunting exhibit under-fulfilment of the "Existence" and "Relatedness" motivation needs. Loco Pilots Goods and Loco Pilots Passenger exhibit under-fulfilment of the "Relatedness" motivation needs.

2. The traction stream of the running staff does not have any significant impact on the levels of fulfilment of their motivational needs and consequently on their motivational levels.
3. The running staff of ANVT, NDLS and HNZM headquarters of Delhi division of NR, MB headquarter of Moradabad division of NR and AGC headquarter of Agra division of NCR exhibit low motivation levels on "ERG" motivation factors, indicating under-fulfilment of their "ERG" needs on over all basis. The running staffs of the above headquarters also exhibit their low motivation levels on "Existence" and "Relatedness" motivation factors, indicating under-fulfilment of their "Existence" and "Relatedness" needs.

Besides the above, the running staff of GZB, TKD & SSB headquarters of Delhi division of NR and TDL headquarters of Allahabad division of

NCR exhibit low motivation levels on "Existence" motivation factors, indicating under-fulfilment of their "Existence" needs.

4. Out of 500 respondents, only two respondents belong to female gender. However, they exhibit much higher motivation levels on all of the "Existence", "Relatedness", "Growth" and total of "ERG" motivation factors, as compared to their male counterparts, indicating higher fulfilment of their corresponding motivational needs. However, the running staffs of male gender exhibit their low motivation levels on "Existence" motivation factors, indicating under-fulfilment of their "Existence" needs.
5. The running staff, in the age groups of up to 25 years, 25 to 35 years and 35 to 45 years, exhibit low motivation levels on "Existence" motivation factors, indicating under-fulfilment of their "Existence" needs. The running staff, in the age group of up to 25 years, exhibits low motivation levels on "Relatedness" motivation factors also, indicating under-fulfilment of their "Relatedness" needs.

However, the running staff, in all age groups, exhibit high motivation levels on the "Growth" and over all "ERG" motivation factors, indicating a high level of fulfilment of "Growth" needs.

It also indicates that with advancement of the age, level of fulfilment of the motivational needs of an individual member of the running staff

tends to improve, with corresponding improvements in their motivation levels.

6. The marital status of the running staff does not have any significant impact on the levels of fulfilment of their motivational needs and consequently on their motivational levels.
7. The running staffs, with nuclear families, exhibit higher motivation levels on all of the "Existence", "Relatedness", "Growth" and total of "ERG" motivation, as compared to their counterparts with joint families, indicating higher fulfilment of their corresponding motivational needs. Reason for the lower motivation levels of the running staffs, with joint families, appear to be the higher family responsibilities and obligations associated with the joint families.
8. The running staffs, with up to three dependent family members, exhibit higher motivation levels on all of the "Existence", "Relatedness", "Growth" and total of "ERG" motivation factors, as compared to their counterparts with a higher number of the dependent family members, indicating higher fulfilment of their corresponding motivational needs. Reason for the lower motivation levels of the running staffs, with more than three dependent family members, appear to be the higher family responsibilities and obligations associated with the larger families.
9. The running staffs, with Railway service of less than 15 years, exhibit lower motivation levels on all of the "Existence" and "Relatedness"

motivation factors, as compared to their counterparts in other service length groups, indicating lower fulfilment of their corresponding motivational needs. The responses of the running staffs, in the other service length groups, do not exhibit any significant variations in the motivation levels on the "Existence", "Relatedness", "Growth" and total of "ERG" motivation factors.

10. The native place category of the running staff does not have any significant impact on the levels of fulfilment of their motivational needs and consequently on their motivational levels.
11. The general educational qualification of the running staff does not have any significant impact on the levels of fulfilment of their motivational needs and consequently on their motivational levels.

However, the running staffs with post graduate degrees exhibit lower motivation levels on "Existence" motivation factors. It may be due to higher expectations on these motivational needs on account of the higher educational background.

12. The technical educational qualification of the running staff does not have any significant impact on the levels of fulfilment of their motivational needs and consequently on their motivational levels.

However, the running staffs with engineering graduate degrees exhibit comparatively lower motivation levels on "Relatedness" motivation factors, but higher motivation level on "Growth" motivation factors. It

may be due to higher expectations on the "Relatedness" motivation needs and higher fulfilment of the "Growth" motivation needs on account of their advanced technical educational background.

13. The mode of recruitment of the running staff does not have any significant impact on the levels of fulfilment of their motivational needs and consequently on their motivational levels on corresponding factors.

However, the running staffs, recruited through LARGESS scheme, exhibit satisfactory motivation levels on "Existence" motivation factors whereas the running staff, in other categories of recruitment mode, exhibit low motivation levels on these motivation factors. However, the difference between such motivation levels is not very large.

14. The predominant majority of the respondents do not smoke. Only a minuscule portion of the respondents are regular smokers.

The smoking habit of the running staff does not have any significant impact on the levels of fulfilment of their motivational needs and consequently on their motivational levels.

15. The predominant majority of the respondents do not consume tobacco/gutka. Only a minuscule portion of the respondents are regular habitual consumers of the tobacco/gutka.

The tobacco/gutka chewing habit of the running staff does not have any significant impact on the levels of fulfilment of their motivational needs and consequently on their motivational levels.

16. The predominant majority of the respondents (i.e. more than 90%) do not consume alcohol. Less than 10% of the respondents consume alcohol infrequently. Only one respondent has indicated a consumption frequency of the alcohol of more than once a week.

The alcohol consumption habit of the running staff does not have any significant impact on the levels of fulfilment of their motivational needs and consequently on their motivational levels.

### **3.0 Conclusions on the Basis of item wise Analysis of Responses of the Running Staff on "Existence", "Relatedness" and "Growth" ("ERG") Motivation Factors.**

Based on the above analysis, following conclusions are drawn and following viable remedial measures are recommended to improve the motivation levels of the loco running staff.

1. The responses of the running staff imply that they have to travel long distances from their homes to their headquarter crew lobbies either due to non availability of Railway staff quarters nearby or due to their individual personal compulsions.

Railway administration should try to increase the number of Railway quarters for the running staff at each crew lobby station. Efforts should be made to accommodate maximum number of the running staff in such Railway accommodations. It will help in minimizing their daily travel times to their HQs crew lobbies, thereby reducing the fatigue, on this account, to a large extent.

It will help in improving their concentration levels and reflexes during the train working. It will bring out substantial reduction in the fatigue related errors committed by the running staff during the train operation. It will help in improving the overall safety in the train operation as well as the general running of the trains. It will also help in improving their motivation levels.

2. The responses of the running staff imply that they have to wait for the train to be worked by them at a station, after "signing on" at a crew lobby, due to uncertainty in the expected arrival of the train, especially freight trains which do not have any fixed time table of running.

Railway administration should focus on more effective utilization of features of Freight Operations Information System (FOIS) and Coaching Operations Information System (COIS) for improved forecasting of the movement of the trains.

The level of communications between the divisional control room & the stations and among the adjoining stations about the forecasting of the movement of the trains needs to be improved. If required, the communication technology in use may be upgraded. Use of GPS (Global

Positioning System) enabled devices may be provided in the locomotives or the guard cabins of the trains for faster and more accurate assessment of their locations enroute. It will help in improving the forecasting of the movement of the trains. It will help in reducing the anxiety levels of the waiting crews and the related stress actuated fatigue.

3. The responses of the running staff indicate that after introduction of "Crew Management System (CMS)", transparency in the kilometerage allowance calculations has increased substantially, thereby reducing their grievances in this regard substantially. It has helped in improving their motivation levels.

The manual system of calculations of different running staff allowances, including the kilometerage allowance, is highly non-transparent. It does not rule out the possibilities of calculation mistakes as well as wilful manipulations by the dealing office staff. It makes the running staff apprehensive about the allowances due to them. It is a major source of the grievances of the running staff and the consequent stress.

The Railway administration should expeditiously implement the CMS over all the divisions of IR. The calculations of the running staff allowances, including the kilometerage allowance, should be mandatorily and exclusively done on the CMS.

4. The responses of the running staff indicate that driving cabs of majority of the locomotives/EMUs/MEMUs/DEMUs and the crew seating arrangement therein are not designed ergonomically for a comfortable

working of 8 to 10 hours. Working in such uncomfortable working environment for long hours causes un-necessary and avoidable fatigue in the running staff.

The Railway administration should undertake an exhaustive audit of all the types of the cabs and seating arrangements therein for all types of the locomotives/EMUs/MEMUs/DEMUs, in use as well as in production line, from an ergonomic point of view. Based on the above audit, the cabs may be redesigned. The existing cabs may also be modified accordingly. Using retro-fitment techniques in a time bound manner.

5. The responses of the running staff indicate that the special efforts made by the Railway administration for change of the crew enroute to avoid their excessively long duty hours (i.e. more than 10 hours) have brought substantial reduction in fatigue related lapses committed by them and their stress levels. It has helped in improving their motivation levels.

Normally, the working hours of the running staff, especially those working the freight trains, are very long. Many times, these working hours exceed 10 hours of continuous working. The human body is not accustomed to such long working hours, requiring continuous and intensive concentration; and quick reflexive actions. Such long duty hours become quite taxing and physically exhaustive. Under such situations, the running staff becomes more vulnerable to committing operational mistakes, with serious ramifications on the safety as well as punctuality of the train operations.

In view of the above, the Railway administration should make conscious efforts to minimize the long duty hours of the crew. Judicious and planned change of crew enroute, along with the improved forecasting of the movement of the trains, may help in minimizing the long duty hours of the running staff to a very large extent.

6. The responses of the running staff indicate that the special efforts made by the Railway administration in improving the infrastructure and management of running rooms have brought in substantial improvement in the quality of rest made available to the running staff in the running rooms.

As a result, they are able to work the trains with improved concentrations, thereby improving the operational safety. It has also brought a reduction in fatigue related lapses committed by them and improvement in their satisfaction levels. It has helped in improving their motivation levels.

In view of the above, the Railway administration should make concerted efforts for significant improvements in the infrastructure and management of running rooms all over the IR.

7. The responses of the running staff indicate that the improvement in the visibility and reliability of the signalling system brought in by induction of the latest technology has brought substantial improvement in the operational safety. It has also brought a reduction in anxieties of the running staff on account of poor visibility and reliability of the signalling systems; and improvement in their satisfaction levels. It has helped in improving their motivation levels.

Further technological improvement in the signalling and the allied system may further help the running staff in the train working, especially with the increasing traffic densities and increasing focus of IR on increasing the train speeds. Adoption of the state of art technologies like "Train Protection and Warning System (TPWS)" and collision avoiding system on pan India basis will be immensely helpful to the running staff in the train working and improving their motivation levels further.

8. The responses of the running staff indicate that the running staff, especially the younger ones i.e. ALPs & LPSs etc., sometimes do not get adequate leaves for their important personal/family works. It may be due to inadequate strength of the running staff on roll, either on account of large number of vacancies or non-review of their sanctioned strength with the increase in the traffic volume.

The Railway administration should follow a mission approach for regular and periodical filling up of the running staff vacancies; and regular and periodical review of the sanctioned strength of the running staff vis-a-vis the evolving traffic volume.

Senior Crew Controllers need to be sensitized about being impartial and objective when handling leave applications of the running staff. This aspect needs to be closely monitored at officers' level for strict compliance. Regular interaction with the running staff, at the officers' level, may help in this monitoring.

9. The responses of the running staff indicate that due to a highly irregular duty cycle of the train operations, they are not able to maintain a regular

lifestyle and take proper rest. However, the responses of CLIs and LPMs indicate their moderate satisfaction levels on this factor. CLIs have a comparatively flexible duty cycle. LPMs work the mail/express trains which run as per the prescribed time table. Their crew links have in-built provisions for adequate rest periods. This may account for their better motivation levels on this factor.

However, the intrinsic nature of the round the clock train operations generates irregular duty cycle for the train crew. Accordingly, nothing much can be done on this front. However, a thorough review of the current IR norms for minimum rest requirements at the outstations, continuous night workings and periodical rest may alleviate the current misery to some extent. However, some of the above proposed measures may entail increased requirement of the running staff, involving substantial financial repercussion on the organization.

10. The responses of the running staff indicate that due to a highly irregular duty cycle of the train operations, they are not able to spend quality time with their families; and enjoy festivals and social functions with their families and friends. They also generally feel that they are not able to take good care of their families.

The ALPs & LPSs are normally younger and are in generally initial stages of their family build-ups. They may, accordingly, feel heightened needs of spending more time with their families and fulfilling their family and social obligations.

However, the intrinsic nature of the round the clock train operations generates irregular duty cycle for the train crew. Accordingly, nothing much can be done on this front. However, as recommended earlier, a thorough review of the current IR norms for minimum rest requirements at the outstations, continuous night workings and periodical rest may alleviate the current misery to some extent. However, some of the above proposed measures may entail increased requirement of the running staff, involving substantial financial repercussion on the organization.

Further, as recommended earlier, the Railway administration should also focus on regular and periodical filling up of the running staff vacancies; and regular and periodical review of the sanctioned strength of the running staff vis-a-vis the evolving traffic volume so that inadequate strength of the running staff on roll does not add up to their miseries.

11. With high demands of their professional life, the running staff feels that they may not be able to look after the education and other development related needs of their children in the times to come and therefore, feel apprehensive about future career prospects of their children.

The Railway administration may look for a tactical tie up with the central school organization and other good educational institutions at senior secondary level for making quality education available to the wards of the Railway employees, with the running staff in particular, at least up to the senior secondary level. This will go a long way in assuaging the anxieties of the running staff to a substantial extent.

12. The responses of LPSs indicate that they are not very confident about acceptance of their applications for "on own request" transfer within a reasonable time.

On promotion from the ALP grade to LPS grade, likelihood of transfer & posting to a new headquarter station is quite high due to lack of availability of requisite numbers of posts in LPS grade and large vacancies in LPS grade at other headquarter stations. Under such situation, a high number of the newly promoted LPSs may apply for "on own request" transfers to the headquarter stations of their choice. Dealing with the large volume of such requests, with serious ramifications on the stability of the train operations, may be a slow process. This may account for their low motivation levels on this factor.

With the passage of time, one becomes more realistic and tries to adjust themselves with the administrative constraints in such matters. This may explain better motivation levels of the running staff in higher grades.

The Railway administration may develop a uniform IT based comprehensive and transparent system for registration and tracking of for the requests of the running staff for inter-divisional and intra-divisional "own request" transfers. It will go a long way in improving the motivation levels of the running staff.

13. The responses of the running staff indicate that after introduction of "Crew Management System (CMS)" for crew booking, transparency in the crew booking has increased substantially, thereby reducing their

grievances in this regard substantially. It has helped in improving their motivation levels.

The manual system of crew booking is highly non-transparent. It does not rule out the possibilities of wilful manipulations by the dealing crew lobby staff. It makes the running staff apprehensive about their bookings for the train working. It is also a major source of the grievances of the running staff and the consequent stress.

The Railway administration should expeditiously implement the CMS over all the divisions of IR. The booking of the crew should be mandatorily and exclusively done on the CMS.

14. The responses of the running staff indicate that the running staff generally acknowledges the special efforts made by the Railway administration for bringing the crew, working the trains, outside their HQs, back to their HQs stations within 40-50 hours, are affording them more time with their families. It has helped in improving their motivation levels.

The Railway administration should develop an IT based system for continuous monitoring and tracking the running staff, working the trains outside their HQs. It will facilitate better planned action for bringing them back to their HQs, without wastage of precious crew man hours. Preferably, such system should be incorporated in the CMS itself to promote integrative system of working.

15. The responses indicate that the running staff generally receive co-operation from crew lobby office staff, senior crew controllers and staff of

divisional office in redressal of their salary, allowance and service related issues and grievances.

The supervisors and the staff working at the crew lobbies and the divisional staff dealing with the running staff matters should be trained periodically to handle the issues and the grievances of the running staff compassionately and proactively. The Railway should develop a mobile app-based IT system for remote registration and tracking of the grievances by the running staff and their effective monitoring and disposal by the Railway administration. It will help in improving the motivation levels of the running staff further.

16. The above responses indicate that the running staff is generally confident of getting requisite help and support of their superior officers in redressal of their salary, allowance and service related issues and grievances.

The Railway administration should evolve an institutionalised mechanism for increased regular and periodical interactions between the running staff and the officers, in addition to their controlling officers and especially with officers from personnel, accounts, operating, engineering and signal & telecommunication departments. These are the departments which affect the professional and personal interests of the running staff.

Such institutionalised interactions will help the officers in improving their understandings and consequent redressal of the problems faced by the running staff as well as increasing the faith of the running staff in the Railway administration. It will also help in restoring the feeling of professional pride in the running staff.

17. It implies that the running staff has a good connect with their mentor CLIs and feel confident of getting their support when in distress. It accounts for their high motivation levels on this factor.

A good connect of CLIs with the running staff under their mentorship and faith of the running staff in their mentor CLIs helps the running staff in better sharing of their worries with the CLIs and release of their stresses on different accounts. It helps in improving their motivation levels.

The CLIs should be periodically trained at specialized HR training institutes for improving the efficacy of their inter-personal interactions with the running staff.

18. The responses of the running staff indicate that the running staff has a good connect with their organization IR and feel confident of it taking good care of their and their families' welfare. It accounts for their high motivation levels on this factor.

The Railway administration should continue focus on the welfare policies for the running staff.

19. The responses of the younger running staff i.e. ALPs & LPSs underline their feelings that their financial status, vis-a-vis the other equivalent Railway employees, is not commensurate with their educational background and the hard work put in by them. This explains their low levels of motivation on this factor.

The above perception of the younger running staff may not be factually correct. The responses of the other categories of the running staff, therefore, indicate better levels of motivation on this factor.

The Railway administration should promote increased interactions among different grades of the running staff and between the running staff and the officers on institutional basis, like short term training courses and periodical social interactions. It will help in removing their misconceptions and apprehensions on this account.

20. The responses of the running staff indicate a high level of connect of the running staff with their organization IR. It reflects in high levels of motivation on this factor.

The Railway administration should continue focus on welfare of the running staff for retaining their high motivation levels on this factor.

21. The responses of the running staff indicate a quite high level of motivation levels in the running staff for regular updation of their driving skills and technical expertise; and quick adaptation of the emerging technologies.

Continuous upgradation of the technical knowledge and the driving & trouble shooting skills, due to a very organised system of periodical trainings, has made the running staff professionally competent and confident to take extra responsibilities and meet the professional challenges successfully.

However, upgradation of training infrastructure, training methodologies, including use of driving simulator systems and computerised trouble shooting training systems, and regular review of training curricula will further help in improving the professional competence and motivation

levels of the running staff. It will also help the running staff in faster and smoother assimilation of the newer technologies.

22. The responses of the running staff indicate a high level of initiative and quick decision making on part of the running staff, indicating their high motivation levels on this factor.

The above qualities of the running staff have been helping the Railway organization in improving its operational and safety performance. The Railway administration should promote further inculcation of these qualities in the running staff. All training courses for the Railway employees, specially the running staff, should include modules on decision making and self initiative.

23. The responses of the running staff indicate a high level of faith of the running staff in their mentor CLIs for their support in the professional matters. It reflects in their high motivation levels on the above factor.

The Railway administration should focus on improving the efficacy of the CLIs in providing quality support to the running staff in the professional matters. They should be mandatorily sent for periodical training courses for regular updation of their technical and professional capabilities.

As recommended in a preceding paragraph, the CLIs should also be periodically trained at specialized HR training institutes for improving the efficacy of their inter-personal interactions with the running staff.

24. The responses of the running staff indicate that the running staff is well aware of their responsibilities and tries to discharge these responsibilities

with full devotion. It reflects in their very high levels of motivation levels on this factor.

The Railway administration should ensure that the running staff retains the above clarity about their roles and responsibilities in the train operation. All the training courses for the running staff should include specific modules on this aspect.

25. The responses of the running staff indicate high satisfaction level of the running staff with the efficacy of short duration, focused professional training courses, in addition to the existing structured formal training courses of medium to long durations, in improving their driving skills and technical expertise. It reflects in their high levels of motivation levels on the above factor.

The Railway administration should introduce, uniformly over all divisions of the IR, an institutionalized system of need based short duration and focused professional training courses on technical and operational safety matters, in addition to the existing structured formal training courses of medium to long durations. Due to short duration of say two days, larger number of the running staff may undergo such training, without adversely affecting the overall availability of the running staff for the train operations. If need is felt, they may be sent for the repeat courses. The Railway administration should try to maximize nomination of ALPs and LPSs for such training courses. It will not only improve professional capabilities of a larger portion of the running staff but also will improve their motivation levels.

26. The responses of the running staff indicate high satisfaction level of the running staff with the efficacy of the system of the intensive downloading and analysis of loco speedograph reports, introduced by the Railway administration, in improving their driving skills & compliance of speed limits & ensuring safe operation of the rail traffic. It reflects in their high levels of motivation levels on the above factor.

The Railway administration should effectively and intensively use the tool of downloading and analysis of loco speedograph reports over all the divisions of IR. It will go a long way in improving the driving skills of the running staff and their compliance of the speed limits. It will also help in identification of the errant running staff and initiation of suitable corrective actions.

27. The responses of the running staff indicate that severe norms of punishment for the running staff for serious accidents like "Signal Passing At Danger (SPAD)" or collision etc., caused due to the lapses on their part, have not affected the motivation levels of the running staff very adversely. It indicates a strong sense of resilience in the running staff cadre. It reflects in their high levels of motivation levels on the above factor.

However, norms of the punishment of the running staff for the serious accidents like SPAD are too harsh. Possibility of the above norms affecting the motivation levels of the running staff quite adversely, in near future, cannot be ruled out. The Railway administration, therefore, needs to review these norms seriously and make them more rational.

28. The responses of all the categories of the running staff, except for Chief Loco Inspectors (CLIs) and Loco Pilots Mail (LPMs), indicate the feeling in the running staff that they do not get due recognition and respect for their seniority and technical skills. However, the responses of CLIs and LPMs indicate their moderately high satisfaction levels on this factor. CLIs belong to supervisory levels in the administrative hierarchy and therefore, command comparatively more recognition and respect. LPMs belong to the highest level of the loco pilot cadre and therefore, command comparatively more recognition and respect. This may account for their better motivation levels on this factor.

The responses also indicate the feeling in the running staff that the good work done by them is generally acknowledged and appreciated by the Railway administration

The Railway administration should promote a culture of recognition, felicitation and awarding the running staff with good technical expertise and remarkable performance on operational and safety matters. The offices and the supervisors should be sensitised for giving due regard to the seniority of the individual running staff while interacting with them. An extra effort, on the part of the Railway administration, in becoming proactive in acknowledging and appreciating the good work done by the running staff will go a long way in improving their motivation levels and consequently, their performance.

29. The responses of the running staff indicate the wide awareness of the running staff that the Railway Administration, especially in Delhi division,

takes their reports of abnormalities in connection with different Railway departments and deficiencies/lapses in the working of different Railway employees quite seriously and makes all possible efforts to take suitable actions on the above reports. The Railway administration also tries to communicate the compliance thereof to them. It makes them feel themselves important for the organization. It reflects in their high levels of motivation levels on the above factor.

The Railway administration, in Delhi division, has been successfully using an IT based system for recording and monitoring action on the abnormalities reported by the running staff. Feed back to the reporting staff on the action taken is also tracked through the above system. The Railway administration may consider adopting the above or a similar IT based system for the recording and monitoring action on the abnormalities reported by the running staff and feed back to the reporting official. It will go a long way in restoring the faith of the running staff in the Railway administration and thereby, improving their motivation levels.