



## Human Resource Management Practices In Railway- A Review Study

### KEYWORDS

HRM Practices, Railway, Innovative

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**ABSTRACT** *This paper is concerned to review existing literature available on HRM practices in railway. The purpose of this study is identifying various period HRM practices and presently following practices and how it helps to innovative management in railway. This paper, an endeavor has been made to provide an overview of various aspects of Human Resource Management practices through the review of existing literature. The sources referred include various journals, books, doctoral thesis, working papers, reports, magazines, internet sites, newspapers etc and has been reflected as references at the end.*

### Introduction

Human resource management is the organizational function that deals with issues related to people such as compensation, organization development, employee motivation, communication and training. That means, it is the function within an organization that emphasizes on recruitment and providing direction for the people who work in the organization. It is a functional area of general management that includes production management, marketing management, financial and operation management etc. human resource management is concerned with the acquisition, retention, utilization, compensation and labor welfare of human resource. So we can say human resource management play a very important role in fostering innovation within the organization and creating a culture of innovation. It examines the various human resource processes that are concerned with attracting, managing, motivating and developing employees for the benefits of the organization.

### Human Resource Management: Definition

Human resource management has come to be recognized as an inherent part of management, which is concerned with the human resources of an organization. Its objective is the maintenance of better human relation in the organization by the development, application and evaluation of policies, procedures and programs relating to human resources to optimize their contribution towards the realization of organizational objectives.

### Human Resource Management Practices

Human resource management practices a set of practices used by organization to manage human resources through facilitating the development of competencies that are firm specific, produce complex social relation and generate organization knowledge to sustain competitive advantage. Against this backdrop, we conclude that HRM practices relate to specific practices, formal policies, and philosophies that are designed to attract, develop, motivate, and retain employees who ensure the effective functioning and survival of the organization.

### Objectives

To study the previous studies on human resource management practices in railway

To identify the various human resource management practices followed in railway

### Review of Literature

Mahboob Ahead (1997), studied human resource management practices in Indian railways. The researcher is an attempt to study the human resource utilization and their management in the Indian railways. In this study, attempts have been made to critically examine the efficiency of human resource as well as Indian railways in the fast changing business environment. The research concluded based on secondary data. The study broadly discussed Indian railways human resource management practices are organizational structure, recruitment, selection, training and development. The researcher concluded from his observation that Indian railways facing many problems like under utilization of human resources, low operating efficiency, lack of safety and security of passengers, frequent accident, ticketless travel, rampant corruption, lack of welfare schemes and inadequate research

Andre Sammartino (2002), Investigated of the human resource management practices within the Victorian Railways over the period 1864-1921. The employment and management strategies of the organization are examined using a range of models and theories drawn from labour economics, new institutional economics and human resource management. Constructing and analyzing a longitudinal data set of over 6000 employees, a sophisticated set of employment policies are identified. These include job hierarchies, consistent career paths and entry points and formalized remuneration practices. Analysis of compensation and remuneration policies and outcomes is undertaken using the personnel data as the primary records of the Railways' management strategies and the Railways employees' experiences. Various models of remuneration are tested against the data. These models are found to be under-specified and unconvincing in their applicability to the available data.

Kasinath, Sopan (2011), Examine the human resource management of Indian railways. The researcher collected data through secondary source from Indian railway and the study period is 1950-51 to 2008-09. The statistical tools are applied in harmony to the requirement of the study purpose. The researcher suggest to Indian railways based

on his findings of the study are the socio economic development is linked with the number of railways stations; hence the Indian railways it should increase stations. The electric engines are eco friendly, fastest and cheapest hence. The number of electric engines should further increase in number in order to render best services to the goods and commuters in Indian railways. The net revenue reflects the contribution of Indian railways to the Indian exchequer. The researcher concludes that the human resource management is effective in Indian railways

Daniel Daneci-Patrau (2011), are analyzing the efficiency of human resources management in railway transport, it is used a system of indicators that aim at, on one hand, provisioning with human resources concerning through the number of employees qualification, structure or personnel mobility, and on the another hand, their use, under the aspect of working time use, and of efficiency time use. The researcher presents a type of dynamic analysis for the human potential in the Caile Ferate Romane Co. Regional Infrastructure of Constanta, under the aspect of its provisioning and use, taking into account that human resources have become a strategic production factor and simultaneously, the main component of performance in an organization. The researcher identified that the human resources are not efficiently used, from the perspective that is no correlation between the qualification degree of workers and the complexity degree of the executed works; some of these are performed by overqualified personnel, and, thus, inadequate paid

Sanaya Khanna (2013), argue the HR challenges and opportunities in Indian railway. Service sector in India which consists of a wide variety of services such as electricity and water supply, road, rail and air transport, hospitals, police, postal department, call centers etc. is a real challenge for HRD. Indian Railways is the backbone of service sector and one of the biggest employers in India. The network of IR is very vast, spread all over India. Due to this prevalent network, it brings in its fold people from different origins and of different workforce profile working together under a roof. This necessitates the prevalence of different HR practices in order to deal with them effectively so that their full potential may flower. Beginning with the last decade of the 20th century, globalization, liberalization and technological advances have changed the way the business is done across the world bringing together various threats as well as opportunities. In order to meet the basic objectives, HR personnel in Indian Railways have to identify the nature of these challenges and opportunities and define their roles and responsibilities more sharply to counter these challenges and grasp the various opportunities.

Keld Laursen (2013), examines human resource management practices and innovation. This study surveys, organizes, and critically discusses the literature on the role of human resource practices for explaining innovation outcomes. The researchers specifically put an emphasis on what is often called "new" or "modern" HRM practices-practices that imply high levels of allocation of decisions, extensive lateral and vertical communication channels, and the use of reward systems. They discuss how individual practices control innovation, and how the clustering of specific practices matters for innovation while drawing attention to the notion of complementarities between practices. Moreover, they discuss various possible moderators and mediators of the HRM/innovation link, such as the type of knowledge involved (tacit/codified), knowledge sharing, social capital, and network effects. The research-

er's argued-despite substantial progress made in the pertinent literature that the precise causal mechanisms underlying the HRM/innovation links remain poorly understood. Against this backdrop they suggest avenues for future research.

### Conclusion

The reviews of the literature on HRM practices have revealed that to effectively manage the human resources the railway have to implement innovative HRM practices. Observed from the review of literature the human resource managers should more concentrate to utilize the human resources also innovative management of individual. The railways which implement such practices with dedication for run to current trend. HRM practices should be analyzed from time to time and it should be updated accordingly. HR managers should involve in designing HRM practices and survey should be conducted among employees to know their opinion about HRM practices. This will help to railways to take corrective action at the right time.

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