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**Title**

**RECRUITMENT POLICIES IN INDIAN RAILWAYS–CASE  
STUDY OF SOUTH WESTERN RAILWAY, HUBLI.**

**Author(s)**

**Dr. C. P. MANOHAR**

*Assistant Professor,*

*Department of Economics,*

*Kittel Arts College, Dharwad.*

**Abstract:**

Generally speaking, there was no regular system of recruitment in Indian industries for two obvious reasons, viz. the migratory character of Indian labour and the shortage of labour in early days of the organized industry in the country. Railway Recruitment Boards are situated at Calcutta, Allahabad, Chennai, Mumbai, Muzzaffarpur, Guwahati, Chandigarh, Jammu Srinagar and Danapur. The Board, after selection, nominates the candidates to the respective Zonal Railways to appoint under their jurisdiction. Each recruitment board consists of a chairman, one or two members, a secretary and a secretariat. Normally aptitudinal test taken at the time of Recruitment will be related to the job given to the employee after recruitment. The study tried to find out whether the utilization of labours aptitude is made in the work allotted or not.

**Introduction:**

Generally speaking, there was no regular system of recruitment in Indian industries for two obvious reasons, viz. the migratory character of Indian labour and the shortage of labour in early days of the organized industry in the country. The migratory character of Indian labour has affected the system of recruitment in this country to a very considerable extent.

Although in recent years there have been signs of growth of a class of industrial works which is prepared to depend for its living on industry exclusively and to settle in the industrial towns permanently, still there has been a large perennial supply of unskilled labour flowing from the villages to the towns and that again to the villages according to the seasonal and other requirements. As the village has been the main source of labour supply, the system of recruitment of industrial labour in this country has had to be adopted to this situation and in doing this, at certain times, some undesirable methods have been practiced for recruitment the necessary labour force.

**Recruitment in Indian Railways:**

In the Indian Railways, different methods of recruitment are adopted in different departments. As far as superior railway services are concerned, appointments are made either by

direct or promotion from class II and Class III services. Recruitment to Class III is made by Central Railway Service Commission through its Regional Selection Boards located at the headquarters of the various railways and a other important stations. Inferior staff and unskilled labour are generally recruited directly. However, sufficient number of workers recruited through contractors are also founding railways.

### **Railway Recruitment Boards:**

Railway Recruitment Boards are situated at Calcutta, Allahabad, Chennai, Mumbai, Muzaffarpur, Guwahati, Chandigarh, Jammu Srinagar and Danapur. The Board, after selection, nominates the candidates to the respective Zonal Railways to appoint under their jurisdiction. Each recruitment board consists of a chairman, one or two members, a secretary and a secretariat. The number of recruitment boards has now increased to 17.

### **Recruitment Group A (Class-I services):**

Recruitment to Group A services including the special glass apprentices (transportation [power] and mechanical engineering) is made, (a) through open competition conducted by the UPSC and (b) by promotion/ selection of group B officers.

Candidates recruited under (a) above shall remain on probation for three years and during this period shall undergo theoretical and practical training in the Railways Staff College, at Vododara, Zonal schools as well as on the line. After successful completion of training the candidates will be given the charge of their posts.

### **Recruitment to Group B (Class-II services):**

Recruitment to Group B services is made from amongst the serving railway employees in Class III (Group C) service by the general managers. A section board consisting of four heads of department including, CPO and the head of the department concerned is set up to recommend the serving class III (Group C) employees for promotion to Class II.

**Recruitment to Group –C (Class-III services):**

Railway employees in Group-C services are recruited either by direct recruitment or by promotion from amongst serving railway employees. Direct recruitment to Group-C service is made through Railway Recruitment Boards. Such Recruitments are made either for direct appointment to working posts, or probationary staff or as apprentices.

**Recruitment to Group-C (Class-IV services):**

Recruitments to Group-D posts were so long been made by CPOs or by other executive authorities. In a recent directive Railway Board has advised that henceforth (1998) Recruitment to all group-D posts will be done through RRBs, where however Recruitment process has already been initiated through issue of employment notice, the recruitment shall be completed by railways/ production units themselves. However, the employment notices to be issued in future for group-D posts, the Recruitment shall be conducted by the RRB's

**Base of Recruitment:**

The study covered 250 C and D Group employees to elicit information about the method of Recruitment in these two respective groups. It is found that 103 employees were recruited through railway Recruitment boards, which accounts for 43.25 percent of the total. We should note that all these employees belonged to C group only 66 employees were appointed on compassionate grounds. 33 employees were appointed on recommendation, which accounts for 14 percent of the total, 48 employees were appointed directly. The following table shows the details.

**Base of Recruitment**

BASE	GROUP -C	GROUP-D	TOTAL
RRB	103	--	103
COMPASSIONATE	27	39	66

<b>RECOMMENDATION</b>	--	33	33
<b>DIRECT</b>	--	48	48
<b>TOTAL</b>	130 (100)	120 (100)	250 (100)

In the railways, not only in Hubli Division but everywhere throughout India, group D employees recruitment is not made though RRBs. Recent trade unions made this particular point as a part of their agendas. Moreover, recommendations and direct appointments are prevailing only in Group D Recruitments. 48 of the group D surveyed respondents, who earlier were working in Hubli division on contract basis, were given direct appointment.

### **Should RRB be there in Recruitment of Group D employees?**

The above said criteria of Recruitment in the railways leaves us with a very big question as to whether group D recruitment should be made though RRBs or not. The same question was asked to the respondents. Out of the 250 respondent employees, 74 (31%) of them said 'Yes', 145 (61%) of them said 'No' and 31 (8%) of them did not respond to the question.

### **RRB in Recruitment of Group D employees**

<b>EMPLOYEE GROUP</b>	<b>OPINION</b>			<b>TOTAL</b>
	<b>YES</b>	<b>NO</b>	<b>NO RESPONSE</b>	
<b>C</b>	57	61	12	130
<b>D</b>	17	84	19	120
<b>TOTAL</b>	74(30%)	145(59.5)	31(10.5%)	250(100%)

Amongst 130 group C employees, 57 of them said 'Yes', 61 of them said 'No' and 12 of them did not respond. So we can say that there is a mixed reaction to the question, among these employees. Among 120 Group D employees, majority of them i.e., 84 of them said 'No' to the question. Only 17 of them said 'Yes' and 19 of them did not respond. The reason for this big

'No' of group D employees, is this that they do not want a complicated procedure of appointment through RRBs. Moreover if the appointment is made locally they find it easy to get recruited because they already know their higher officers under whom they have worked as part time employees which gives them an advantage of Direct Recruitment.

**Aptitude tests at the time of Recruitment:**

Usually at the time of Recruitment, aptitudinal test is taken in railways. To find out the same thing present study covered 250 respondents. For 115 of the total respondents aptitudinal test was taken and for 135 of the total, the test was not taken. Among group C employees, for 71 employees the test was taken and for 59 it was not. For 44 of the group D employees the test was taken and for 76 it was not taken.

Here we should note that open line section of Hubli Division is divided into 11 various departments. Some of these departments deal entirely with the clerical jobs, hence for them aptitudinal test was not taken at the time of Recruitment. But department's like "Signal and Telecommunications' require pure skills for whom aptitudinal test is compulsory.

**Aptitude test at the time of Recruitment**

Employee Group	Yes	No	Total
C	71	59	130 (100%)
D	44	76	120 (100%)
<b>Total</b>	115(46%)	135(54%)	250 (100%)

**Utilization of Labour's Aptitude in the work allotted:**

Normally aptitudinal test taken at the time of Recruitment will be related to the job given to the employee after recruitment. The study tried to find out whether the utilization of labours aptitude is made in the work allotted or not. The study covered 130 Group C employees and 120 Group D employees, which makes a total of 250 employees. 69 (29%) employees said that Labours aptitude is fully utilized in the work allotted to them. But 130 (54.6%) employees said

that their aptitude is partly utilized and 51 (16.4%) employees said that their aptitude is not at all used in the present work.

In Group C as well as Group D, majority of the workers say that their aptitude is partly utilized in the present work allotted to them. (i.e. 71 in Group C and 59 in Group D). Moreover 31 workers in groups C and 20 workers in group D say that their aptitude is not at all considered in the present job.

**Utilization Labour’s aptitude in the work allotted**

Utilization of Work	Group C	Group D	Total
Fully Utilised	28	41	69 (29%)
Partly Utilized	71	59	130 (54.6%)
Not at all	31	20	51 (16.4%)
Total	130 (100%)	120 (100%)	250 (100%)

These workers say that periodical tests should be conducted amongst recruited employees to consider their aptitude in the job allotted to them.

**Migration and Reverse Migration:**

In Indian Railways also processes of migration and reverse migration are prevailing. These are found basically in group C and D. Hubli Division is also not an exception to this problem. Migration is also prevailing in higher posts, i.e., in Group A and B, but these employees are hired by other departments for a particular time period. So, when they return back they do not face any problem or recruitment. But when group C and D employees migrate they face lot of problems when they reverse migrate.

**Problem of Reverse Migration:**

Majority of the employees covered in the study i.e., 67% of them say that when the employees remigrate there is loss of seniority. 24% of the employees say that their may be a problem of change of departments. 2% of them say that there might be no new recruitments, 3% of them say that stagnation of posts may happen, and 1% of them say that employees may be left with no scope for growth. The study covered 250 employees (i.e., 130 from Group C and 120 from Group D).

**Problems of reverse migration**

<b>Problems</b>	<b>Percentage</b>
a. No new recruitments	02
b. Loss of Seniority	67
c. Case of Change of Depts.	24
d. Stagnation of Posts	03
e. No scope for Growth	01
f. Others	03

**Representation of union leaders in recruitment body**

The Railways Recruitment Board is responsible for recruitment of group C employees. Union leaders have no role to play in RRBs. But the leaders can represent in the recruitment body of group D employees. The present study covered 250 employees of open line section. The views of the employees regarding representation of union leaders in the recruitment body is given below in the table:

**Representation of union leaders in recruitment body**

Employee	Yes	No	Can't Say	Total
<b>C</b>	51	43	36	130
<b>D</b>	73	40	07	120
<b>Total</b>	124 (52.1%)	83 (34.9%)	43 (13.0%)	250 (100%)

Out of 250 employees covered by the study, 124 employees expressed their view that union leaders should be represented in the recruitment body. 83 employees are against the matter, whereas 43 employees did not express their view about the matter. It is interesting to note that 73 employees of D group say that union leaders must be represented in the recruitment board. In group C, 36 employees did not take any interest in answering the questions.

There are several reasons as to why the union leaders should be represented in the recruitment body. Recruitment body for group D workers normally consists of Divisional Personnel Officer and two other members. At present union leaders are not representing in the body. But 124 employees out of 250 surveyed, say that union leaders should be there in the body because, it avoids nepotism, favouritism, biased selections and even corruption. More than that the employees who are due to be recruited in Group D have already put in their service in the Division either as part timers or contract-based workers. So they know the leaders and leaders know the employees, which paves way for selection of the proper employee.

Out of 250 employees surveyed, 83 of them are against the representation of union leaders in the recruitment body. Reasons for negative responses are as follows: The leaders do too much of nepotism. Both the union leaders in Hubli Division are from Andhra Pradesh. Hence, at the time of appointment they give preferences only to their native place persons which outplays the recruitment of local people. The leaders may also involve themselves in biased selections. There is also a possibility that corruption may take place. Hence, we find a mixed responses from the employees regarding representation of union leaders in the recruitment body.

**Conclusion:**

There is a lack of uniformity in the procedure for recruitment of employees of C and D categories. The Railways have been following a complex system of recruitment through Railways Recruitment Board, Recruitment on compassionate ground, recruitment on Recommendations and Direct Recruitment. This may result recruitment system without following proper standards or norms in this vital function in this Indians largest public sector undertaking in the country. There is good deal of divergence of opinion among the respondent employees of the Railways about the system of recruitment based on aptitude test, migration of employees to other departments etc. hence there is need for evolving a more suitable and satisfactory policy for recruitment of railway employees to avoid discontent among the varied categories or Railways employees.

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