

## Chapter – 4

### Findings and Analysis

#### 1.0 Overview

The responses received from the loco running staff of different head quarters of Delhi division and some of the adjoining divisions has been tabulated and analyzed.

Table 4.1 gives a summary of the running staff of different divisions of Indian Railways who participated in the survey.

**Table 4.1: Summary of Respondent Running Staff**

		Division						Total
		AGC	ALD	DLI	JHS	KTT	MB	
Designation	Assistant Loco Pilot	0	0	146	0	0	3	149
	Chief Loco Inspector	0	0	25	0	0	0	25
	Loco Pilot Goods	0	2	164	0	0	0	166
	Loco Pilot Mail	0	0	29	4	4	0	37
	Loco Pilot Passenger	1	0	22	0	1	0	24
	Loco Pilot Shunting	0	0	99	0	0	0	99
Total		1	2	485	4	5	3	500

A total of 500 loco running staff gave their responses in the questionnaires. Out of the above, majority of the respondents belong to Delhi division of

Northern Railway of IR. A few of the running staff 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.

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

Table 4.2 gives a summary of HQs-wise distribution of the respondent running staff. For the Delhi division, the HQs., with bigger populations of the running staff, have larger shares of the respondents.

**Table 4.2: Summary of Hqs-Wise Distribution of the Respondent Running Staff**

Designation	Headquarters Station															Total
	AGC	ANVT	DLI	GGC	GZB	HNZM	JHS	KTT	MB	NDLS	PNP	SSB	TDL	TKD		
ALP	0	0	5	0	55	15	0	0	5	0	0	28	0	41	149	
CLI	0	0	2	0	10	0	0	0	0	2	3	3	0	5	25	
LPG	0	0	6	0	60	3	0	0	0	1	21	31	2	42	166	
LPM	0	0	10	0	10	7	4	4	0	1	0	0	0	1	37	
LPP	1	0	0	1	8	6	0	0	0	0	4	4	0	0	24	
LPS	0	3	12	0	10	22	0	0	0	26	2	3	0	21	99	
Total	1	3	35	1	153	53	4	4	5	30	30	69	2	110	500	

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.

Majority of the respondents belong to Ghaziabad (GZB), Tuglakabad (TKD), Shakurbasti (SSB), Hazrat Nizamuddin (HNZM), Delhi (DLI), Panipat (PNP) and New Delhi (NDLS) headquarters of the Delhi division. The respondents from Anand Vihar Terminus (ANVT) and New Delhi (NDLS) headquarters of the Delhi division mainly belong to the LPS category.

Table 4.3 gives a summary of traction-wise distribution of the respondents. Around one fourth of the respondents are from diesel traction stream and the balance three fourths of the respondents are from electric traction stream.

**Table 4.3: Summary of Traction-wise Distribution of Respondent Running Staff**

		Traction		Total
		Diesel	Electrical	
Designation	Assistant Loco Pilot	42	107	149
	Chief Loco Inspector	6	19	25
	Loco Pilot Goods	45	121	166
	Loco Pilot Mail	6	31	37
	Loco Pilot Passenger	4	20	24
	Loco Pilot Shunting	19	79	98
Total		122	377	499

Table 4.4 gives a summary of gender-wise distribution of the respondent running staff. The respondents are overwhelmingly from male gender.

**Table 4.4: Summary of Gender-wise Distribution of Respondent Running Staff**

		Gender		Total
		Female	Male	
Designation	Assistant Loco Pilot	2	147	149
	Chief Loco Inspector	0	25	25
	Loco Pilot Goods	0	166	166
	Loco Pilot Mail	0	37	37
	Loco Pilot Passenger	0	24	24
	Loco Pilot Shunting	0	99	99
Total		2	498	500

Table 4.5 gives a summary of age group-wise distribution of the respondent running staff.

Around 40% of the respondents belong to "25 to 35 years" age group. "35 to 45 years" and "45 to 55 years" age groups constitute roughly 25% each of the respondents.

**Table 4.5: Summary of Age Group-wise Distribution of Respondent Running Staff**

		Age					Total
		25 to 35 years	35 to 45 years	45 to 55 years	55 to 60 years	Up to 25 years	
Designation	Assistant Loco Pilot	112	23	1	0	13	149
	Chief Loco Inspector	1	1	23	0	0	25
	Loco Pilot Goods	24	76	55	10	1	166
	Loco Pilot Mail	2	2	17	16	0	37
	Loco Pilot Passenger	0	5	16	3	0	24
	Loco Pilot Shunting	70	18	4	5	2	99
Total		209	125	116	34	16	500

Table 4.6 gives a summary of marital status-wise distribution of the respondent running staff.

**Table 4.6: Summary of Marital Status-wise Distribution of Respondent Running Staff**

		Marital status			Total
		Married	Unmarried	Widow/Widower	
Designation	Assistant Loco Pilot	117	31	0	148
	Chief Loco Inspector	25	0	0	25
	Loco Pilot Goods	162	2	2	166
	Loco Pilot Mail	37	0	0	37
	Loco Pilot Passenger	24	0	0	24
	Loco Pilot Shunting	96	3	0	99
Total		461	36	2	499

More than 90% of the respondents are married. None of the respondents was a divorcee.

Table 4.7 gives a summary of family status-wise distribution of the respondent running staff. More than 70% of the respondents have joint families. It appears to be a pleasant surprise in the current time when "nuclear families" are generally the norms.

**Table 4.7: Summary of Family Status-wise Distribution of Respondent Running Staff**

		Family Status		Total
		Joint Family	Nuclear Family	
Designation	Assistant Loco Pilot	124	25	149
	Chief Loco Inspector	13	12	25
	Loco Pilot Goods	105	61	166
	Loco Pilot Mail	22	15	37
	Loco Pilot Passenger	12	12	24
	Loco Pilot Shunting	80	19	99
	Total	356	144	500

Table 4.8 gives a summary of distribution of the respondent running staff on the basis of number of dependent family members.

Around 55% of the respondents have more than three dependent family members.

**Table 4.8 Summary of Distribution of Respondent Running Staff on the Basis of Number of Dependent Family Members**

		Numbers of dependent family members		Total
		Up to 3 members	More than 3 members	
Designation	Assistant Loco Pilot	78	71	149
	Chief Loco Inspector	17	8	25
	Loco Pilot Goods	65	101	166
	Loco Pilot Mail	13	24	37
	Loco Pilot Passenger	7	17	24
	Loco Pilot Shunting	44	55	99
Total		224	276	500

Table 4.9 gives a summary of distribution of the respondent running staff on the basis of length of Railway service.

Almost 50% of the respondents have completed 5 to 15 years in Railway service. The balance respondents appear to be distributed among the balance Railway service length categories fairly evenly.

Table 4.9 Summary of Distribution of Respondent Running Staff on the Basis of Length of Railway Service

		Length of Railway service					Total
		More than 35 years	Up to 5 years	15 to 25 years	25 years to 35 years	5 years to 15 years	
Designation	Assistant Loco Pilot	2	64	5	2	76	149
	Chief Loco Inspector	0	0	6	19	0	25
	Loco Pilot Goods	2	2	65	35	62	166
	Loco Pilot Mail	13	0	5	19	0	37
	Loco Pilot Passenger	5	0	12	7	0	24
	Loco Pilot Shunting	3	1	5	5	85	99
Total		25	67	98	87	223	500

Table 4.10 gives a summary of distribution of the respondent running staff on the basis of native place category.

More than 50% of the respondents are from village background. Around 22% of the respondents are from city background and the balance is from the towns.

**Table 4.10 Summary of Distribution of Respondent Running Staff on the Basis of Native Place**

**Category**

		Native place category			Total
		City	Town	Village	
Designation	Assistant Loco Pilot	35	25	89	149
	Chief Loco Inspector	11	2	12	25
	Loco Pilot Goods	51	31	84	166
	Loco Pilot Mail	12	10	15	37
	Loco Pilot Passenger	11	4	9	24
	Loco Pilot Shunting	22	22	55	99
Total		142	94	264	500

Table 4.11 gives a summary of distribution of the respondent running staff on the basis of general educational qualification.

Around 25% each of the respondents had their general education up to 10<sup>th</sup> standard and graduation level. Around 50% of the respondents had their general education up to 12<sup>th</sup> standard. Very few of the respondents have completed their post graduation levels.

**Table 4.11 Summary of Distribution of Respondent Running Staff on the Basis of General Educational Qualification**

		General Educational qualification				Total
		Graduate	Up to 10th standard	Up to 12th standard	Postgraduate	
Designation	Assistant Loco Pilot	49	23	70	7	149
	Chief Loco Inspector	9	6	9	1	25
	Loco Pilot Goods	42	41	76	7	166
	Loco Pilot Mail	5	14	18	0	37
	Loco Pilot Passenger	5	13	5	1	24
	Loco Pilot Shunting	22	25	48	4	99
Total		132	122	226	20	500

Table 4.12 gives a summary of distribution of the respondent running staff on the basis of technical educational qualification.

More than 70% of the respondents have ITI certificates. Around 17% of the respondents hold diplomas in engineering fields. Very few of the respondents have Engineering degrees.

**Table 4.12 Summary of Distribution of Respondent Running Staff on the Basis of Technical Educational Qualification**

		Technical educational qualification				Total
		Engg. Degree	Engg. Diploma	ITI	Others	
Designation	Assistant Loco Pilot	2	13	129	4	148
	Chief Loco Inspector	0	10	12	3	25
	Loco Pilot Goods	1	44	102	16	163
	Loco Pilot Mail	0	6	20	6	32
	Loco Pilot Passenger	0	2	16	5	23
	Loco Pilot Shunting	1	12	82	3	98
Total		4	87	361	37	489

Table 4.13 gives a summary of distribution of the respondent running staff on the basis of smoking habit.

The respondents are predominantly non-smokers. Only a minuscule portion of the respondents are regular smokers.

**Table 4.13 Summary of Distribution of Respondent Running Staff on the Basis of Smoking**

Habit

		Smoking habit			Total
		Never	Regular	Sometimes	
Designation	Assistant Loco Pilot	137	0	12	149
	Chief Loco Inspector	24	1	0	25
	Loco Pilot Goods	142	4	20	166
	Loco Pilot Mail	27	4	6	37
	Loco Pilot Passenger	21	0	3	24
	Loco Pilot Shunting	86	0	13	99
Total		437	9	54	500

Table 4.14 gives a summary of distribution of the respondent running staff on the basis of tobacco/gutka chewing habit.

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

**Table 4.14 Summary of Distribution of Respondent Running Staff on the Basis of Tobacco**

**Gutka Chewing Habit**

		Tobacco Gutka habit			Total
		Never	Regular	Sometimes	
Designation	Assistant Loco Pilot	131	2	16	149
	Chief Loco Inspector	23	0	2	25
	Loco Pilot Goods	141	1	24	166
	Loco Pilot Mail	28	0	9	37
	Loco Pilot Passenger	22	0	2	24
	Loco Pilot Shunting	85	1	13	99
Total		430	4	66	500

Table 4.15 gives a summary of distribution of the respondent running staff on the basis of alcohol consuming habit.

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.

**Table 4.15 Summary of Distribution of Respondent Running Staff on the Basis of Alcohol Consuming Habit**

		Alcohol habit				Total
		Do not drink	Less than once a month	Less than once a week	More than once a week	
Designation	Assistant Loco Pilot	142	4	3	0	149
	Chief Loco Inspector	21	2	1	1	25
	Loco Pilot Goods	151	10	5	0	166
	Loco Pilot Mail	32	5	0	0	37
	Loco Pilot Passenger	21	3	0	0	24
	Loco Pilot Shunting	95	3	1	0	99
	Total	462	27	10	1	500

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

The respondents have recorded their responses on 5-point Likert scale. Against an individual item, minimum possible score is 1 and the maximum possible score is 5. The score of 3, corresponding to "Neutral" response, corresponds to moderate and satisfactory motivation levels.

Out of a total of 33 items in the questionnaire, nine items correspond to "Existence" motivation factors, eleven items to "Relatedness" motivation

factors and thirteen items to "Growth" motivation factors. Minimum and maximum possible response scores on these categories of the motivation factors and their acceptable score corresponding to moderate and satisfactory motivation levels are summarized as under:-

S.N.	Motivation factors	Nos. of items	Max. possible score	Min. possible score	Acceptable score corresponding to satisfactory motivation levels
1	"Existence"	9	45	9	27
2	"Relatedness"	11	55	11	33
3	"Growth"	13	65	13	39
	Total	33	165	33	99

Table 4.16 gives a summary of responses of different categories of the running staff on "Existence", "Relatedness", "Growth" and total of "ERG" motivation factors.

Overall mean of response scores of the running staff on "Existence" motivation factors of 25.62, exhibits low motivation levels on these motivation factors, indicating under-fulfilment of "Existence" needs. Overall mean of response scores of the running staff on "Relatedness" motivation factors of 34.50, exhibits moderate motivation levels on these motivation factors, indicating satisfactory level of fulfilment of "Relatedness" needs. However, overall mean

of response scores of the running staff on "Growth" motivation factors of 50.70, exhibits high motivation levels on these motivation factors, indicating a high level of fulfilment of "Growth" needs.

**Table 4.16: Summary of Category-wise Distribution of Responses of Running Staff on "Existence", "Relatedness", "Growth" and total of "ERG" Motivation Factors**

Designation		Score of "Existence" Motivation Factors	Score of "Relatedness" Motivation Factors	Score of "Growth" Motivation Factors	Total Score of "ERG" Motivation Factors
Assistant Loco Pilot	Mean	24.76	32.31	50.64	107.70
	N	149	149	149	149
Chief Loco Inspector	Mean	30.28	41.64	55.84	127.76
	N	25	25	25	25
Loco Pilot Goods	Mean	26.78	36.31	51.39	114.48
	N	166	166	166	166
Loco Pilot Mail	Mean	29.54	39.41	53.49	122.43
	N	37	37	37	37
Loco Pilot Passenger	Mean	24.67	35.17	50.04	109.87
	N	24	24	24	24
Loco Pilot Shunting	Mean	22.57	30.95	47.47	100.99
	N	99	99	99	99
Total	Mean	25.62	34.50	50.70	110.82
	N	500	500	500	500

Overall mean of response scores of the running staff on total of "ERG" motivation factors of 110.82, exhibits moderate motivation levels on these

motivation factors, indicating satisfactory level of fulfilment of "ERG" needs on overall basis.

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

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.

Table 4.17 gives a summary of traction-wise distribution of responses of the running staff on "Existence", "Relatedness", "Growth" and total of "ERG" motivation factors.

Overall means of response scores of the running staff of both the traction streams exhibit their low motivation levels on "Existence" motivation factors, indicating under-fulfilment of their "Existence" needs. Overall means of response scores of the running staff of both the traction streams exhibit moderate motivation levels on "Relatedness" motivation factors, indicating satisfactory level of fulfilment of their "Relatedness" needs. The overall means of response scores of the running staff of both the traction streams exhibit high motivation levels on "Growth" motivation factors, indicating a high level of fulfilment of their "Growth" needs.

**Table 4.17: Summary of Traction-wise Distribution of Responses of Running Staff on "Existence", "Relatedness", "Growth" and total of "ERG" Motivation Factors**

Traction		Score of "Existence" Motivation Factors	Score of "Relatedness" Motivation Factors	Score of "Growth" Motivation Factors	Total Score of "ERG" Motivation Factors
Diesel	Mean	26.25	36.16	51.45	113.87
	N	122	122	122	122
Electrical	Mean	25.42	33.95	50.46	109.83
	N	377	377	377	377
Total	Mean	25.62	34.49	50.70	110.82
	N	499	499	499	499

Overall mean of response scores of the running staff of both the traction streams exhibit moderate motivation levels on "ERG" motivation factors, indicating satisfactory level of fulfilment of their "ERG" needs on overall basis. There is no significant difference in the fulfilment of the "ERG" needs of the running staff of both the traction streams, on overall basis.

Table 4.18 gives a summary of headquarters-wise distribution of responses of the running staff on "Existence", "Relatedness", "Growth" and total of "ERG" motivation factors.

**Table 4.18: Summary of Headquarters-wise Distribution of Responses of Running Staff on "Existence", "Relatedness", "Growth" and total of "ERG" Motivation Factors**

Headquarters Station		Score of "Existence" Motivation Factors	Score of "Relatedness" Motivation Factors	Score of "Growth" Motivation Factors	Total Score of "ERG" Motivation Factors
AGC	Mean	22.00	24.00	48.00	94.00
	N	1	1	1	1
ANVT	Mean	19.67	25.67	48.00	93.33
	N	3	3	3	3
DLI	Mean	28.54	38.31	50.51	117.37
	N	35	35	35	35
GGC	Mean	28.00	38.00	49.00	115.00
	N	1	1	1	1
GZB	Mean	27.25	36.75	51.89	115.88
	N	153	153	153	153
HNZM	Mean	21.19	27.94	46.81	95.94
	N	53	53	53	53
JHS	Mean	34.00	38.50	57.75	130.25
	N	4	4	4	4
KTT	Mean	31.50	40.25	53.75	125.50
	N	4	4	4	4
MB	Mean	18.60	25.00	50.20	93.80
	N	5	5	5	5
NDLS	Mean	20.47	29.07	43.83	93.37
	N	30	30	30	30

Headquarters Station		Score of "Existence" Motivation Factors	Score of "Relatedness" Motivation Factors	Score of "Growth" Motivation Factors	Total Score of "ERG" Motivation Factors
PNP	Mean	27.17	35.23	52.37	114.77
	N	30	30	30	30
SSB	Mean	25.38	34.68	51.20	111.26
	N	69	69	69	69
TDL	Mean	22.50	34.00	53.50	110.00
	N	2	2	2	2
TKD	Mean	25.74	34.86	51.81	112.41
	N	110	110	110	110
Total	Mean	25.62	34.50	50.70	110.82
	N	500	500	500	500

Overall means of response scores of the running staff of ANVT, NDLS and HNKM 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 overall basis. The running staffs of the above headquarters also exhibit low motivation levels on "Existence" and "Relatedness" motivation factors, indicating under-fulfilment of their "Existence" and "Relatedness" needs.

Besides the above, overall means of response scores of the running staff of GZB, TKD & SSB headquarters of Delhi division of NR and TDL headquarter

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

Table 4.19 gives a summary of gender-wise distribution of responses of the running staff on "Existence", "Relatedness", "Growth" and total of "ERG" motivation factors.

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.

**Table 4.19: Summary of Gender-wise Distribution of Responses of Running Staff on "Existence", "Relatedness", "Growth" and total of "ERG" Motivation Factors**

Gender		Score of "Existence" Motivation Factors	Score of "Relatedness" Motivation Factors	Score of "Growth" Motivation Factors	Total Score of "ERG" Motivation Factors
Female	Mean	30.00	43.50	52.00	125.50
	N	2	2	2	2
Male	Mean	25.60	34.46	50.70	110.76
	N	498	498	498	498
Total	Mean	25.62	34.50	50.70	110.82
	N	500	500	500	500

Table 4.20 gives a summary of age-wise distribution of responses of the running staff on "Existence", "Relatedness", "Growth" and total of "ERG" motivation factors.

**Table 4.20: Summary of Age-wise Distribution of Responses of Running Staff on "Existence", "Relatedness", "Growth" and total of "ERG" Motivation Factors**

Age		Score of "Existence" Motivation Factors	Score of "Relatedness" Motivation Factors	Score of "Growth" Motivation Factors	Total Score of "ERG" Motivation Factors
25 to 35 years	Mean	24.26	31.97	49.44	105.67
	N	209	209	209	209
35 to 45 years	Mean	25.63	34.64	50.60	110.87
	N	125	125	125	125
45 to 55 years	Mean	27.30	37.64	52.45	117.39
	N	116	116	116	116
55 to 60 years	Mean	28.50	38.94	52.97	120.41
	N	34	34	34	34
Up to 25 years	Mean	25.06	34.13	50.56	109.75
	N	16	16	16	16
Total	Mean	25.62	34.50	50.70	110.82
	N	500	500	500	500

Overall means of response scores of 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. Overall mean of response scores of 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. The running staffs in the balance age groups exhibit moderate motivation levels on "Relatedness" motivation factors, indicating moderate levels of fulfilment of their "Relatedness" needs. However, overall means of response scores of the running staff, in all age groups, exhibit high motivation levels on the "Growth" and overall "ERG" motivation factors, indicating a high level of fulfilment of "Growth" needs.

The above responses also indicate 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.

Table 4.21 gives a summary of marital status-wise distribution of responses of the running staff on "Existence", "Relatedness", "Growth" and total of "ERG" motivation factors.

The responses indicate that 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.

**Table 4.21: Summary of Marital status-wise Distribution of Responses of Running Staff on "Existence", "Relatedness", "Growth" and total of "ERG" Motivation Factors**

Marital status		Score of "Existence" Motivation Factors	Score of "Relatedness" Motivation Factors	Score of "Growth" Motivation Factors	Total Score of "ERG" Motivation Factors
Married,	Mean	25.61	34.56	50.72	110.89
	N	461	461	461	461
Unmarried	Mean	25.92	33.97	50.58	110.47
	N	36	36	36	36
Widow/Widower	Mean	26.50	31.50	50.00	108.00
	N	2	2	2	2
Total	Mean	25.64	34.51	50.70	110.85
	N	499	499	499	499

Table 4.22 gives a summary of family status-wise distribution of responses of the running staff on "Existence", "Relatedness", "Growth" and total of "ERG" motivation factors.

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.

**Table 4.22: Summary of Family status-wise Distribution of Responses of Running Staff on "Existence", "Relatedness", "Growth" and total of "ERG" Motivation Factors**

Family Status		Score of "Existence" Motivation Factors	Score of "Relatedness" Motivation Factors	Score of "Growth" Motivation Factors	Total Score of "ERG" Motivation Factors
Joint Family	Mean	25.38	33.79	50.57	109.74
	N	356	356	356	356
Nuclear Family	Mean	26.23	36.23	51.02	113.48
	N	144	144	144	144
Total	Mean	25.62	34.50	50.70	110.82
	N	500	500	500	500

Table 4.23 gives a summary of distribution of responses of running staff on the basis of the numbers of dependent family members on "Existence", "Relatedness", "Growth" and total of "ERG" motivation factors.

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.

**Table 4.23: Summary of Distribution of Responses of Running Staff on the basis of the Numbers of Dependent Family Members on "Existence", "Relatedness", "Growth" and total of "ERG" Motivation Factors**

Numbers of dependent family members		Score of "Existence" Motivation Factors	Score of "Relatedness" Motivation Factors	Score of "Growth" Motivation Factors	Total Score of "ERG" Motivation Factors
Up to 3 members	Mean	26.27	35.40	51.55	113.22
	N	224	224	224	224
More than 3 members	Mean	25.09	33.76	50.01	108.87
	N	276	276	276	276
Total	Mean	25.62	34.50	50.70	110.82
	N	500	500	500	500

Table 4.24 gives a summary of distribution of responses of running staff on the basis of length of Railway service on "Existence", "Relatedness", "Growth" and total of "ERG" motivation factors.

**Table 4.24: Summary of Distribution of Responses of Running Staff on the basis of the Length of Railway Service on "Existence", "Relatedness", "Growth" and total of "ERG" Motivation Factors**

Length of Railway service		Score of "Existence" Motivation Factors	Score of "Relatedness" Motivation Factors	Score of "Growth" Motivation Factors	Total Score of "ERG" Motivation Factors
More than 35 years	Mean	26.92	37.28	51.64	115.84
	N	25	25	25	25
Up to 5 years	Mean	24.21	31.49	50.57	106.27
	N	67	67	67	67
15 to 25 years	Mean	26.33	36.23	51.02	113.58
	N	98	98	98	98
25 years to 35 years	Mean	27.85	38.30	52.57	118.72
	N	87	87	87	87
5 years to 15 years	Mean	24.72	32.84	49.77	107.33
	N	223	223	223	223
Total	Mean	25.62	34.50	50.70	110.82
	N	500	500	500	500

The running staffs, with Railway service less than 15 years of service, 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.

Table 4.25 gives a summary of distribution of responses of running staff on the basis of the native place category on "Existence", "Relatedness", "Growth" and total of "ERG" motivation factors.

**Table 4.25: Summary of Distribution of Responses of Running Staff on the basis of the Native Place Category on "Existence", "Relatedness", "Growth" and total of "ERG" Motivation Factors**

Native place category		Score of "Existence" Motivation Factors	Score of "Relatedness" Motivation Factors	Score of "Growth" Motivation Factors	Total Score of "ERG" Motivation Factors
City	Mean	25.23	34.37	50.19	109.79
	N	142	142	142	142
Town	Mean	26.30	35.41	51.20	112.91
	N	94	94	94	94
Village	Mean	25.59	34.24	50.80	110.63
	N	264	264	264	264
Total	Mean	25.62	34.50	50.70	110.82
	N	500	500	500	500

The above responses indicate that 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.

Table 4.26 gives a summary of distribution of responses of running staff on the basis of the general educational qualification on "Existence", "Relatedness", "Growth" and total of "ERG" motivation factors.

**Table 4.26: Summary of Distribution of Responses of Running Staff on the basis of the General Educational Qualification on "Existence", "Relatedness", "Growth" and total of "ERG" Motivation Factors**

General Educational qualification		Score of "Existence" Motivation Factors	Score of "Relatedness" Motivation Factors	Score of "Growth" Motivation Factors	Total Score of "ERG" Motivation Factors
Graduate	Mean	25.75	33.75	50.76	110.26
	N	132	132	132	132
Up to 10th standard	Mean	26.22	35.19	50.56	111.97
	N	122	122	122	122
Up to 12th standard	Mean	25.36	34.62	50.81	110.79
	N	226	226	226	226
Postgraduate	Mean	24.10	33.80	50.00	107.90
	N	20	20	20	20
Total	Mean	25.62	34.50	50.70	110.82
	N	500	500	500	500

The above responses indicate that 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.

Table 4.27 gives a summary of distribution of responses of running staff on the basis of the technical educational qualification on "Existence", "Relatedness", "Growth" and total of "ERG" motivation factors.

**Table 4.27: Summary of Distribution of Responses of Running Staff on the basis of the Technical Educational Qualification on "Existence", "Relatedness", "Growth" and total of "ERG" Motivation Factors**

Technical educational qualification		Score of "Existence" Motivation Factors	Score of "Relatedness" Motivation Factors	Score of "Growth" Motivation Factors	Total Score of "ERG" Motivation Factors
Engg. Degree	Mean	25.00	32.25	53.25	110.50
	N	4	4	4	4
Engg. Diploma	Mean	26.91	35.52	51.91	114.33
	N	87	87	87	87
ITI	Mean	25.13	33.81	50.20	109.15
	N	361	361	361	361
Others	Mean	25.92	36.32	51.35	113.59
	N	37	37	37	37
Total	Mean	25.51	34.29	50.62	110.42
	N	489	489	489	489

The above responses indicate that 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.

Table 4.28 gives a summary of distribution of responses of running staff on the basis of the mode of recruitment on "Existence", "Relatedness", "Growth" and total of "ERG" motivation factors.

The above responses indicate that the mode of recruitment of the running staff does not have any significant impact on the levels of fulfilment of their "Relatedness" and "Growth" 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.

**Table 4.28: Summary of Distribution of Responses of Running Staff on the basis of the Mode of Recruitment on "Existence", "Relatedness", "Growth" and total of "ERG" Motivation Factors**

Mode of recruitment		Score of "Existence" Motivation Factors	Score of "Relatedness" Motivation Factors	Score of "Growth" Motivation Factors	Total Score of "ERG" Motivation Factors
On compassionate grounds	Mean	25.64	35.50	52.07	113.21
	N	14	14	14	14
Through LARGEES	Mean	27.08	37.69	52.46	117.23
	N	13	13	13	13
Others	Mean	27.50	39.62	52.50	119.63
	N	8	8	8	8
On Promotion	Mean	26.51	36.66	51.41	114.58
	N	59	59	59	59
Through RRB	Mean	25.41	33.94	50.46	109.81
	N	406	406	406	406
Total	Mean	25.62	34.50	50.70	110.82
	N	500	500	500	500

Table 4.29 gives a summary of distribution of responses of running staff on the basis of the smoking habit on "Existence", "Relatedness", "Growth" and total of "ERG" motivation factors.

**Table 4.29: Summary of Distribution of Responses of Running Staff on the basis of the Smoking Habit on "Existence", "Relatedness", "Growth" and total of "ERG" Motivation Factors**

Smoking habit		Score of "Existence" Motivation Factors	Score of "Relatedness" Motivation Factors	Score of "Growth" Motivation Factors	Total Score of "ERG" Motivation Factors
Never	Mean	25.58	34.36	50.70	110.63
	N	437	437	437	437
Regular	Mean	27.33	35.56	52.33	115.22
	N	9	9	9	9
Sometimes	Mean	25.70	35.44	50.46	111.61
	N	54	54	54	54
Total	Mean	25.62	34.50	50.70	110.82
	N	500	500	500	500

The predominant majority of the respondents do not smoke. Only a minuscule portion of the respondents are regular smokers. The above responses indicate that 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.

Table 4.30 gives a summary of distribution of responses of running staff on the basis of the tobacco/gutka habit on "Existence", "Relatedness", "Growth" and total of "ERG" motivation factors.

**Table 4.30: Summary of Distribution of Responses of Running Staff on the basis of the Tobacco/Gutka Habit on "Existence", "Relatedness", "Growth" and total of "ERG" Motivation Factors**

Tobacco/Gutka habit		Score of "Existence" Motivation Factors	Score of "Relatedness" Motivation Factors	Score of "Growth" Motivation Factors	Total Score of "ERG" Motivation Factors
Never	Mean	25.71	34.53	50.76	111.00
	N	430	430	430	430
Regular	Mean	23.75	30.50	50.25	104.50
	N	4	4	4	4
Sometimes	Mean	25.18	34.53	50.33	110.05
	N	66	66	66	66
Total	Mean	25.62	34.50	50.70	110.82
	N	500	500	500	500

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 above responses indicate that 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.

Table 4.31 gives a summary of distribution of responses of running staff on the basis of the alcohol habit on "Existence", "Relatedness", "Growth" and total of "ERG" motivation factors.

**Table 4.31: Summary of Distribution of Responses of Running Staff on the basis of the Alcohol Habit on "Existence", "Relatedness", "Growth" and total of "ERG" Motivation Factors**

Alcohol habit		Score of "Existence" Motivation Factors	Score of "Relatedness" Motivation Factors	Score of "Growth" Motivation Factors	Total Score of "ERG" Motivation Factors
Do not drink	Mean	25.63	34.47	50.71	110.81
	N	462	462	462	462
Less than once a month	Mean	25.26	34.30	49.96	109.52
	N	27	27	27	27
Less than once a week	Mean	25.90	35.90	51.50	113.30
	N	10	10	10	10
More than once a week	Mean	29.00	38.00	58.00	125.00
	N	1	1	1	1
Total	Mean	25.62	34.50	50.70	110.82
	N	500	500	500	500

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 above responses indicate that 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 Item wise Analysis of Responses of the Running Staff on "Existence", "Relatedness" and "Growth" ("ERG") Motivation Factors.

Responses of the running staff for individual items on "Existence", "Relatedness" and "Growth" ("ERG") motivation factors have been analysed as follows.

#### 3.1 Item wise Analysis of Responses of the Running Staff on "Existence" Motivation Factors.

Table 4.32 gives a summary of category-wise distribution of responses of the running staff on the portion of questionnaire related to "Existence" Motivation factors.

**Table 4.32: Summary of Category-wise Distribution of Responses of the Running Staff on the portion of questionnaire related to "Existence" Motivation Factors**

Designation		Q13	Q15	Q17	Q18	Q19	Q21	Q22	Q24	Q9
Assistant Loco Pilot	Mean	3.40	2.91	3.74	2.77	3.26	3.20	3.89	2.56	2.28
	N	149	148	149	149	149	148	149	149	148
Chief Loco Inspector	Mean	3.80	3.80	4.00	3.16	3.84	4.44	4.40	3.88	3.40
	N	25	25	25	25	25	25	25	25	25
Loco Pilot Goods	Mean	3.77	3.09	3.72	2.96	3.50	3.69	3.93	3.00	2.85
	N	166	166	166	166	166	166	165	165	166
Loco Pilot Mail	Mean	4.05	3.46	4.00	3.11	3.76	3.76	3.97	3.59	3.78
	N	37	37	37	36	37	37	37	37	36

Designation		Q13	Q15	Q17	Q18	Q19	Q21	Q22	Q24	Q9
Loco Pilot Passenger	Mean	3.54	2.96	3.67	2.33	3.00	3.25	3.54	2.92	2.83
	N	24	24	24	24	24	24	24	24	23
Loco Pilot Shunting	Mean	2.84	2.44	3.23	2.69	3.06	3.18	3.41	2.56	2.37
	N	99	99	99	99	99	99	98	99	99
Total	Mean	3.48	2.96	3.66	2.84	3.35	3.46	3.82	2.87	2.68
	N	500	499	500	499	500	499	498	499	497

The responses of the different categories of the running staff for individual items of the questionnaire will be analyzed in succeeding paragraphs.

Table 4.33 gives a summary of category-wise distribution of responses of the running staff on the item Q13 of questionnaire related to "Existence" motivation factors.

The responses of all the categories of the running staff, except for the Loco Pilots Shunting, indicate a high level of satisfaction on the relevant "Existence" motivation needs. The responses of the running staff, on over all basis, also indicate a high level of satisfaction on the relevant "Existence" motivation needs.

**Table 4.33: Summary of Category-wise Distribution of Responses of the Running Staff on the item Q13 of questionnaire related to "Existence" Motivation Factors**

Q13. Your daily journey from your home to crew lobby is not long and tiring and this helps you in maintaining your concentration in the train operation.		
Designation	Mean	N
Assistant Loco Pilot	3.40	149
Chief Loco Inspector	3.80	25
Loco Pilot Goods	3.77	166
Loco Pilot Mail	4.05	37
Loco Pilot Passenger	3.54	24
Loco Pilot Shunting	2.84	99
Total	3.48	500

The responses of the Loco Pilots Shunting indicate under-fulfilment of the relevant "Existence" motivation needs and consequently, low motivation levels on these motivation factors. It implies that they have to travel a long distance from their homes to their headquarter crew lobbies either due to non-availability of adequate numbers of Railway staff quarters nearby or due to their individual personal compulsions.

Table 4.34 gives a summary of category-wise distribution of responses of the running staff on the item Q15 of questionnaire related to "Existence" motivation factors.

**Table 4.34: Summary of Category-wise Distribution of Responses of the Running Staff on the item Q15 of questionnaire related to "Existence" Motivation Factors**

Q15. Due to better communication technology, your station is able to receive better advance information about arrival of the trains, especially freight trains. As a result, waiting period of the crew, after signing on at the crew lobbies, has come down and helped in reducing the stress levels of the crew.

Designation	Mean	N
Assistant Loco Pilot	2.91	148
Chief Loco Inspector	3.80	25
Loco Pilot Goods	3.09	166
Loco Pilot Mail	3.46	37
Loco Pilot Passenger	2.96	24
Loco Pilot Shunting	2.44	99
Total	2.96	499

The responses of all the categories of the running staff, except for the Loco Pilots Shunting, indicate a moderate or slightly less than moderate level of satisfaction on the relevant "Existence" motivation needs. The responses of the running staff, on over all basis, also indicate slightly less than moderate level of satisfaction on the relevant "Existence" motivation needs.

The responses of the Loco Pilots Shunting indicate under-fulfilment of the relevant "Existence" motivation needs and consequently, low motivation levels on these motivation factors. It implies 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. However, it is difficult to explain the reason for the low motivation levels on the above factor because they are not required to work a train out of their headquarter stations. They are only required to carry out shunting movements in the yards of their headquarter stations. Their responses appear to be on the basis of their past experiences in the capacity of Assistant Loco Pilots.

Table 4.35 gives a summary of category-wise distribution of responses of the running staff on the item Q17 of questionnaire related to "Existence" motivation factors.

**Table 4.35: Summary of Category-wise Distribution of Responses of the Running Staff on the item Q17 of questionnaire related to "Existence" Motivation Factors**

Q17. Direct calculations of Km allowances and other running allowances, through CMS, has improved transparency in the allowance calculations. It has reduced the running staff grievances in this regard.		
Designation	Mean	N
Assistant Loco Pilot	3.74	149
Chief Loco Inspector	4.00	25
Loco Pilot Goods	3.72	166
Loco Pilot Mail	4.00	37
Loco Pilot Passenger	3.67	24
Loco Pilot Shunting	3.23	99
Total	3.66	500

The responses of all the categories of the running staff indicate a quite high level of satisfaction on the relevant "Existence" motivation needs. The responses of the running staff, on over all basis, also indicate a quite high level of satisfaction on the relevant "Existence" motivation needs.

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

Table 4.36 gives a summary of category-wise distribution of responses of the running staff on the item Q18 of questionnaire related to "Existence" motivation factors.

**Table 4.36: Summary of Category-wise Distribution of Responses of the Running Staff on the item Q18 of questionnaire related to "Existence" Motivation Factors**

Q18. With improvement in design of driving cabs of locomotives/EMUs/MEMUs/DEMUs and crew seating arrangement therein, journey of the crew in the cabs has become comfortable.		
Designation	Mean	N
Assistant Loco Pilot	2.77	149
Chief Loco Inspector	3.16	25
Loco Pilot Goods	2.96	166
Loco Pilot Mail	3.11	36
Loco Pilot Passenger	2.33	24
Loco Pilot Shunting	2.69	99
Total	2.84	499

The responses of the running staff, on over all basis, also indicate a low level of satisfaction on the relevant "Existence" motivation needs. The responses of all the categories of the running staff, except for the Chief Loco Inspectors and Loco Pilots Mail, indicate a low level of satisfaction on the relevant "Existence" motivation needs.

The above responses indicate that driving cabs of locomotives/ EMUs/ MEMUs/DEMUs and crew seating arrangement therein are not designed ergonomically for a comfortable working of 8 to 10 hours. The responses of the Chief Loco Inspectors and Loco Pilots Mail indicate that the cabs of the locomotives of the mail/express trains are better designed and more comfortable as compared to the cabs of other locomotives and EMUs/ MEMUs/DEMUs.

Table 4.37 gives a summary of category-wise distribution of responses of the running staff on the item Q19 of questionnaire related to "Existence" motivation factors.

The responses of the running staff, on over all basis, also indicate a high level of satisfaction on the relevant "Existence" motivation needs. The responses of all the categories of the running staff indicate a high level of satisfaction on the relevant "Existence" motivation needs.

**Table 4.37: Summary of Category-wise Distribution of Responses of the Running Staff on the item Q19 of questionnaire related to "Existence" Motivation Factors**

Q19. Railway administration makes conscious efforts to change the crew enroute to avoid excessively long duty hours (i.e. more than 10 hours). It has brought reduction in fatigue related lapses committed by the crew and their stress levels.		
Designation	Mean	N
Assistant Loco Pilot	3.26	149
Chief Loco Inspector	3.84	25
Loco Pilot Goods	3.50	166
Loco Pilot Mail	3.76	37
Loco Pilot Passenger	3.00	24
Loco Pilot Shunting	3.06	99
Total	3.35	500

The above responses indicate that the running staff acknowledges 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). The running staffs also acknowledge that these efforts have brought substantial reduction in fatigue related lapses committed by them and their stress levels. It has helped in improving their motivation levels.

Table 4.38 gives a summary of category-wise distribution of responses of the running staff on the item Q21 of questionnaire related to "Existence" motivation factors.

**Table 4.38: Summary of Category-wise Distribution of Responses of the Running Staff on the item Q21 of questionnaire related to "Existence" Motivation Factors**

Q21. With significant improvement in the infrastructure and management of running rooms, you are able to get better rest there and therefore, able to work the train with improved concentration.		
Designation	Mean	N
Assistant Loco Pilot	3.20	148
Chief Loco Inspector	4.44	25
Loco Pilot Goods	3.69	166
Loco Pilot Mail	3.76	37
Loco Pilot Passenger	3.25	24
Loco Pilot Shunting	3.18	99
Total	3.46	499

The responses of the running staff, on over all basis, also indicate a high level of satisfaction on the relevant "Existence" motivation needs. The responses of all the categories of the running staff indicate a high level of satisfaction on the relevant "Existence" motivation needs.

The above responses indicate that the running staff acknowledges the special efforts made by the Railway administration in improving the infrastructure and management of running rooms. They also acknowledge that these efforts have brought 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 bought a reduction in fatigue related lapses committed by them and improvement in their satisfaction levels. It has helped in improving their motivation levels.

Table 4.39 gives a summary of category-wise distribution of responses of the running staff on the item Q22 of questionnaire related to "Existence" motivation factors.

**Table 4.39: Summary of Category-wise Distribution of Responses of the Running Staff on the item Q22 of questionnaire related to "Existence" Motivation Factors**

22. With advancement in signalling system technology, there has been significant improvement in visibility of signals and reduction in signal failures. It has helped you in ensuring safe train operations.

Designation	Mean	N
Assistant Loco Pilot	3.89	149
Chief Loco Inspector	4.40	25
Loco Pilot Goods	3.93	165
Loco Pilot Mail	3.97	37
Loco Pilot Passenger	3.54	24
Loco Pilot Shunting	3.41	98
Total	3.82	498

The responses of the running staff, on over all basis, also indicate a quite high level of satisfaction on the relevant "Existence" motivation needs. The responses of all the categories of the running staff indicate a quite high level of satisfaction on the relevant "Existence" motivation needs.

The above responses indicate that the running staff acknowledges the special efforts made by the Railway administration in improving the visibility and reliability of the signalling system by induction of the latest technology. They also acknowledge that these efforts have brought substantial improvement in the operational safety. It has also bought a reduction in their anxieties and improvement in their satisfaction levels. It has helped in improving their motivation levels.

Table 4.40 gives a summary of category-wise distribution of responses of the running staff on the item Q24 of questionnaire related to "Existence" motivation factors.

**Table 4.40: Summary of Category-wise Distribution of Responses of the Running Staff on the item Q24 of questionnaire related to "Existence" Motivation Factors**

Q24. In spite of ever increasing pressure of the train operations you get adequate leaves for your important personal/family works.		
Designation	Mean	N
Assistant Loco Pilot	2.56	149
Chief Loco Inspector	3.88	25
Loco Pilot Goods	3.00	165
Loco Pilot Mail	3.59	37
Loco Pilot Passenger	2.92	24
Loco Pilot Shunting	2.56	99
Total	2.87	499

The responses of the running staff, on over all basis, also indicate a low level of satisfaction of the relevant "Existence" motivation needs. The responses of all the categories of the running staff, except for Assistant Loco Pilots (ALPs), Loco Pilots Shunting (LPSs) and Loco Pilots Passenger (LPPs), indicate a moderate to high level of satisfaction on the relevant "Existence" motivation needs.

The above responses indicate that they normally get adequate leaves for their important personal/family works. However, the responses of ALPs, LPSs and LPPs do not get adequate leaves for satisfactory fulfilment of their personal and familial commitments and requirements. The ALPs & LPSs are normally young and are in generally initial stages of their family build-ups. They may, accordingly, need extra time for meeting the sudden increase in their familiar responsibilities. This may account for their low motivation levels on this factor. The responses of the LPPs are quite close to the moderate level of satisfaction of the relevant motivation needs, so do not need further analysis.

Table 4.41 gives a summary of category-wise distribution of responses of the running staff on the item Q9 of questionnaire related to "Existence" motivation factors.

**Table 4.41: Summary of Category-wise Distribution of Responses of the Running Staff on the item Q9 of questionnaire related to "Existence" Motivation Factors**

Q9. In spite of highly irregular duty cycle of the train operations, you are able to maintain a regular lifestyle and take proper rest.		
Designation	Mean	N
Assistant Loco Pilot	2.28	148
Chief Loco Inspector	3.40	25
Loco Pilot Goods	2.85	166
Loco Pilot Mail	3.78	36
Loco Pilot Passenger	2.83	23
Loco Pilot Shunting	2.37	99
Total	2.68	497

The responses of the running staff, on over all basis, also indicate a quite low level of satisfaction on the relevant "Existence" motivation needs. The responses of all the categories of the running staff, except for Chief Loco Inspectors (CLIs) and Loco Pilots Mail (LPMs), indicate a quite low level of satisfaction on the relevant "Existence" motivation needs.

The above responses 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.

### 3.2 Item wise Analysis of Responses of the Running Staff on "Relatedness" Motivation Factors.

Table 4.42 gives a summary of category-wise distribution of responses of the running staff on the portion of questionnaire related to "Relatedness" motivation factors.

**Table 4.42: Summary of Category-wise Distribution of Responses of the Running Staff on the portion of questionnaire related to "Relatedness" Motivation Factors**

Designation		Q10	Q11	Q12	Q14	Q16	Q20	Q25	Q26	Q28	Q32	Q4
Assistant Loco Pilot	Mean	1.64	1.87	2.84	3.03	3.63	2.91	2.94	3.01	3.64	4.16	2.70
	N	149	149	149	149	149	149	149	149	148	149	147
Chief Loco Inspector	Mean	2.88	3.04	3.60	3.68	4.00	4.08	3.80	4.04	4.60	4.24	3.84
	N	25	25	25	25	24	25	25	25	25	25	25
Loco Pilot Goods	Mean	2.18	2.49	3.39	3.51	3.76	3.52	3.20	3.22	3.81	4.14	3.13
	N	166	166	166	166	165	166	166	166	166	165	166
Loco Pilot Mail	Mean	2.59	3.08	3.78	3.57	4.03	4.00	3.70	3.76	3.43	4.27	3.19
	N	37	37	37	37	37	37	37	37	37	37	37
Loco Pilot Passenger	Mean	2.33	2.54	3.62	3.08	3.50	3.04	3.21	3.29	3.54	4.08	2.92
	N	24	24	24	24	24	24	24	24	24	24	24
Loco Pilot Shunting	Mean	1.84	2.16	3.06	2.53	3.29	2.89	2.81	2.91	3.19	3.82	2.53
	N	99	99	98	99	99	99	99	99	99	98	99
Total	Mean	2.02	2.31	3.21	3.16	3.65	3.26	3.11	3.18	3.63	4.10	2.91
	N	500	500	499	500	498	500	500	500	498	499	498

The responses of the different categories of the running staff for individual items of the questionnaire will be analyzed in succeeding paragraphs.

Table 4.43 gives a summary of category-wise distribution of responses of the running staff on the item Q10 of questionnaire related to "Relatedness" motivation factors.

**Table 4.43: Summary of Category-wise Distribution of Responses of the Running Staff on the item Q10 of questionnaire related to "Relatedness" Motivation Factors**

Q10. In spite of your difficult duty cycle, you are able to enjoy festivals with your family and participate in family and social functions properly.		
Designation	Mean	N
Assistant Loco Pilot	1.64	149
Chief Loco Inspector	2.88	25
Loco Pilot Goods	2.18	166
Loco Pilot Mail	2.59	37
Loco Pilot Passenger	2.33	24
Loco Pilot Shunting	1.84	99
Total	2.02	500

The responses of the running staff, on over all basis, also indicate a quite low level of satisfaction on the relevant "Relatedness" motivation needs. The responses of all the categories of the running staff indicate a quite low level of satisfaction on the relevant "Relatedness" motivation needs.

The responses of ALPs and LPSs indicate abnormally low motivation levels of this factor. The ALPs & LPSs are normally young and are in generally initial stages of their family build-ups. They may, accordingly, feel heightened need of spending more time with their families and fulfilling their family and social obligations. This may account for their abnormally low motivation levels on this factor.

Table 4.44 gives a summary of category-wise distribution of responses of the running staff on the item Q11 of questionnaire related to "Relatedness" motivation factors.

**Table 4.44: Summary of Category-wise Distribution of Responses of the Running Staff on the item Q11 of questionnaire related to "Relatedness" Motivation Factors**

Q11. You are able to give suitable time to your family and take suitable care of them.		
Designation	Mean	N
Assistant Loco Pilot	1.87	149
Chief Loco Inspector	3.04	25
Loco Pilot Goods	2.49	166
Loco Pilot Mail	3.08	37
Loco Pilot Passenger	2.54	24
Loco Pilot Shunting	2.16	99
Total	2.31	500

The responses of the running staff, on over all basis, also indicate a quite low level of satisfaction on the relevant "Relatedness" motivation needs. The

responses of all the categories of the running staff, except for CLIs and LPMs, indicate a quite low level of satisfaction on the relevant "Relatedness" motivation needs.

The responses of ALPs and LPSs indicate abnormally low motivation levels of this factor. The ALPs & LPSs are normally young and are in generally initial stages of their family build-ups. They may, accordingly, feel heightened need of spending more time with their families for their better care and welfare. Their lack of success in fulfilling such wishes, due to their professional compulsions, may be leading them to frustration on this account. This may account for their abnormally low motivation levels on this factor.

LPMs and CLIs are much senior in age and higher in the cadre hierarchy. So, by now, they as well as their families have become more realistic and accepted the limitations and compulsions of their profession and adjusted their expectations accordingly. It may account for their moderate motivation levels on this factor.

Table 4.45 gives a summary of category-wise distribution of responses of the running staff on the item Q12 of questionnaire related to "Relatedness" motivation factors.

**Table 4.45: Summary of Category-wise Distribution of Responses of the Running Staff on the Item Q12 of questionnaire related to "Relatedness" Motivation Factors**

Q12. You are satisfied with the upbringing and academic progress of your children and you are confident that they will carve out a successful career for themselves.		
Designation	Mean	N
Assistant Loco Pilot	2.84	149
Chief Loco Inspector	3.60	25
Loco Pilot Goods	3.39	166
Loco Pilot Mail	3.78	37
Loco Pilot Passenger	3.62	24
Loco Pilot Shunting	3.06	98
Total	3.21	499

The responses of the running staff, on over all basis, also indicate a moderate level of satisfaction on the relevant "Relatedness" motivation needs. The responses of all the categories of the running staff, except for ALPs, indicate a moderate to high level of satisfaction on the relevant "Relatedness" motivation needs.

The responses of ALPs indicate low motivation levels of this factor. The ALPs are normally young and are in generally initial stages of their family build-ups. With high demands of their professional life, they may feel 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, fell apprehensive about

future career prospects of their children. This may account for their low motivation levels on this factor.

Table 4.46 gives a summary of category-wise distribution of responses of the running staff on the item Q14 of questionnaire related to "Relatedness" motivation factors.

The responses of the running staff, on over all basis, also indicate a moderate level of satisfaction on the relevant "Relatedness" motivation needs. The responses of all the categories of the running staff, except for LPSs, indicate a moderate level of satisfaction on the relevant "Relatedness" motivation needs.

**Table 4.46: Summary of Category-wise Distribution of Responses of the Running Staff on the item Q14 of questionnaire related to "Relatedness" Motivation Factors**

Q14. HQs of your posting are important for you. However, in the event of not being able to get a posting at your desired headquarters, you are confident that by applying for a request transfer you will get the posting at your desired HQs in due time.		
Designation	Mean	N
Assistant Loco Pilot	3.03	149
Chief Loco Inspector	3.68	25
Loco Pilot Goods	3.51	166
Loco Pilot Mail	3.57	37
Loco Pilot Passenger	3.08	24
Loco Pilot Shunting	2.53	99
Total	3.16	500

The responses of LPSs indicate low motivation levels of this factor. On promotion from the ALP grade to LPS grade, likelihood of transfer & posting to a new headquarter station, due to lack of availability of requisite numbers of posts in LPS grade and large vacancies in LPS grade at other headquarter stations, is quite high. 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.

Table 4.47 gives a summary of category-wise distribution of responses of the running staff on the item Q16 of questionnaire related to "Relatedness" motivation factors.

The responses of all the categories of the running staff indicate a quite high level of satisfaction on the relevant "Relatedness" motivation needs. The responses of the running staff, on over all basis, also indicate a high level of satisfaction on the relevant "Relatedness" motivation needs.

**Table 4.47: Summary of Category-wise Distribution of Responses of the Running Staff on the item Q16 of questionnaire related to "Relatedness" Motivation Factors**

Q16. With the start of crew booking on CMS, transparency in crew booking has increased.		
Designation	Mean	N
Assistant Loco Pilot	3.63	149
Chief Loco Inspector	4.00	24
Loco Pilot Goods	3.76	165
Loco Pilot Mail	4.03	37
Loco Pilot Passenger	3.50	24
Loco Pilot Shunting	3.29	99
Total	3.65	498

The above responses of the running staff indicate that they acknowledge substantial increase in transparency in the crew booking with the introduction of the crew booking on the CMS. It has brought in substantial reduction in their grievances on this account and consequent improvement in their satisfaction levels. This may account for their high motivation levels on this factor.

Table 4.48 gives a summary of category-wise distribution of responses of the running staff on the item Q20 of questionnaire related to "Relatedness" motivation factors.

**Table 4.48: Summary of Category-wise Distribution of Responses of the Running Staff on the item Q20 of questionnaire related to "Relatedness" Motivation Factors**

Q20. Railway administration makes conscious efforts to bring the crew, working the trains, outside their HQs, back to their HQs stations within 40-50 hours. Besides proper management of the railway traffic, these measures are affording the crew more time with their families.

Designation	Mean	N
Assistant Loco Pilot	2.91	149
Chief Loco Inspector	4.08	25
Loco Pilot Goods	3.52	166
Loco Pilot Mail	4.00	37
Loco Pilot Passenger	3.04	24
Loco Pilot Shunting	2.89	99
Total	3.26	500

The responses of all the categories of the running staff, except for the ALPs and LPSs, indicate a moderate to high level of satisfaction on the relevant "Relatedness" motivation needs. The responses of the running staff, on over all basis, also indicate a moderate level of satisfaction on the relevant "Relatedness" motivation needs.

The above responses 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. The running staffs also acknowledge that these measures are affording

the crew more time with their families. It has helped in improving their motivation levels.

The responses of the ALPs & LPSs are quite close to the moderate level of motivation on this factor and hence do not merit further analysis.

Table 4.49 gives a summary of category-wise distribution of responses of the running staff on the item Q25 of questionnaire related to "Relatedness" motivation factors.

**Table 4.49: Summary of Category-wise Distribution of Responses of the Running Staff on the item Q25 of questionnaire related to "Relatedness" Motivation Factors**

Q25. You receive full cooperation from crew lobby office staff, senior crew controllers and staff of divisional office in redressal of your salary, allowance and service related issues and grievances.		
Designation	Mean	N
Assistant Loco Pilot	2.94	149
Chief Loco Inspector	3.80	25
Loco Pilot Goods	3.20	166
Loco Pilot Mail	3.70	37
Loco Pilot Passenger	3.21	24
Loco Pilot Shunting	2.81	99
Total	3.11	500

The responses of all the categories of the running staff, except for the ALPs and LPSs, indicate a moderate to high level of satisfaction on the relevant

"Relatedness" motivation needs. The responses of the running staff, on over all basis, also indicate a moderate level of satisfaction on the relevant "Relatedness" motivation needs.

The above 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 responses of the ALPs & LPSs are quite close to the moderate level of motivation on this factor and hence do not merit further analysis.

Table 4.50 gives a summary of category-wise distribution of responses of the running staff on the item Q26 of questionnaire related to "Relatedness" motivation factors.

The responses of all the categories of the running staff, except for the LPSs, indicate a moderate to high level of satisfaction on the relevant "Relatedness" motivation needs. The responses of the running staff, on over all basis, also indicate a moderate level of satisfaction on the relevant "Relatedness" motivation needs.

**Table 4.50: Summary of Category-wise Distribution of Responses of the Running Staff on the item Q26 of questionnaire related to "Relatedness" Motivation Factors**

Q26. You are confident that if required you will get full help from your superior officers in redressal of any of your grievances regarding pay, Allowances and service related issues.		
Designation	Mean	N
Assistant Loco Pilot	3.01	149
Chief Loco Inspector	4.04	25
Loco Pilot Goods	3.22	166
Loco Pilot Mail	3.76	37
Loco Pilot Passenger	3.29	24
Loco Pilot Shunting	2.91	99
Total	3.18	500

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 responses of the LPSs are quite close to the moderate levels of motivation on this factor and hence do not merit further analysis.

Table 4.51 gives a summary of category-wise distribution of responses of the running staff on the item Q28 of questionnaire related to "Relatedness" motivation factors.

The responses of all the categories of the running staff indicate a high level of satisfaction on the relevant "Relatedness" motivation needs. The responses of

the running staff, on over all basis, also indicate a high level of satisfaction on the relevant "Relatedness" motivation needs.

**Table 4.51: Summary of Category-wise Distribution of Responses of the Running Staff on the item Q28 of questionnaire related to "Relatedness" Motivation Factors**

Q28. For Loco Pilots, Chief Loco Inspectors are like teachers and elder brothers of their families who not only impart knowledge but are also always eager to support when in distress.		
Designation	Mean	N
Assistant Loco Pilot	3.64	148
Chief Loco Inspector	4.60	25
Loco Pilot Goods	3.81	165
Loco Pilot Mail	3.43	37
Loco Pilot Passenger	3.54	24
Loco Pilot Shunting	3.19	99
Total	3.63	498

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.

Table 4.52 gives a summary of category-wise distribution of responses of the running staff on the item Q32 of questionnaire related to "Relatedness" motivation factors.

**Table 4.52: Summary of Category-wise Distribution of Responses of the Running Staff on the item Q32 of questionnaire related to "Relatedness" Motivation Factors**

Q32. With the help of welfare policies like appointing wards of the running staff on compassionate grounds and under Largess scheme, Indian Railways is committed to safeguard the interest of the running staff and their families.		
Designation	Mean	N
Assistant Loco Pilot	4.16	149
Chief Loco Inspector	4.24	25
Loco Pilot Goods	4.14	166
Loco Pilot Mail	4.27	37
Loco Pilot Passenger	4.08	24
Loco Pilot Shunting	3.82	98
Total	4.10	499

The responses of all the categories of the running staff indicate a high level of satisfaction on the relevant "Relatedness" motivation needs. The responses of the running staff, on over all basis, also indicate a high level of satisfaction on the relevant "Relatedness" motivation needs.

It implies 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.

Table 4.53 gives a summary of category-wise distribution of responses of the running staff on the item Q4 of questionnaire related to "Relatedness" motivation factors.

**Table 4.53: Summary of Category-wise Distribution of Responses of the Running Staff on the item Q4 of questionnaire related to "Relatedness" Motivation Factors**

Q4. Due to being a member of the running staff, your salary and allowance are better than those of your equivalent other railway employees and are helpful in improving your financial status.		
Designation	Mean	N
Assistant Loco Pilot	2.70	147
Chief Loco Inspector	3.84	25
Loco Pilot Goods	3.13	166
Loco Pilot Mail	3.19	37
Loco Pilot Passenger	2.92	24
Loco Pilot Shunting	2.53	99
Total	2.91	498

The responses of different categories of the running staff, except for the ALPs, LPSs and LPPs, indicate a moderate level of satisfaction on the relevant "Relatedness" motivation needs. However, the responses of the running staff, on over all basis, indicate a low level of satisfaction on the relevant "Relatedness" motivation needs.

The responses of the ALPs, LPSs and LPPs indicate under-fulfilment of the relevant "Relatedness" motivation needs and consequently, low motivation levels on these motivation factors. It underlines 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.

### 3.3 Item wise Analysis of Responses of the Running Staff on "Growth" Motivation Factors.

Table 4.54 gives a summary of category-wise distribution of responses of the running staff on the portion of questionnaire related to "Growth" motivation factors.

**Table 4.54: Summary of Category-wise Distribution of Responses of the Running Staff on the portion of questionnaire related to "Growth" Motivation Factors**

Designation		Q1	Q2	Q23	Q27	Q29	Q3	Q30	Q31	Q33	Q5	Q6	Q7	Q8
Assistant Loco Pilot	Mean	4.48	4.66	4.36	3.68	3.97	4.72	3.78	4.21	4.15	2.80	3.21	3.32	3.26
	N	149	149	149	148	149	149	148	149	149	148	149	148	149
Chief Loco Inspector	Mean	4.64	4.68	4.76	4.32	4.28	4.84	4.12	4.48	4.52	3.72	3.92	4.08	3.75
	N	25	25	25	25	25	25	25	25	25	25	25	25	24
Loco Pilot Goods	Mean	4.59	4.67	4.36	3.82	3.87	4.62	3.89	4.05	4.07	2.99	3.39	3.76	3.51
	N	165	166	165	165	166	165	166	165	165	166	165	164	166
Loco Pilot Mail	Mean	4.67	4.65	4.38	3.95	4.16	4.70	3.84	4.35	4.51	3.50	3.22	4.19	3.95
	N	36	37	37	37	37	37	37	37	37	36	37	37	37
Loco Pilot Passenger	Mean	4.42	4.75	4.29	3.75	3.92	4.54	3.62	4.17	4.21	2.96	3.25	3.29	3.29
	N	24	24	24	24	24	24	24	24	24	24	24	24	24
Loco Pilot Shunting	Mean	4.17	4.54	4.27	3.33	3.64	4.50	3.60	3.91	3.81	2.67	2.94	3.00	3.24
	N	99	99	99	99	99	98	99	99	98	98	98	99	99
Total	Mean	4.47	4.64	4.36	3.71	3.90	4.64	3.79	4.12	4.10	2.94	3.26	3.50	3.42
	N	498	500	499	498	500	498	499	499	498	497	498	497	499

Table 4.55 gives a summary of category-wise distribution of responses of the running staff on the item Q1 of questionnaire related to "Growth" motivation factors.

**Table 4.55: Summary of Category-wise Distribution of Responses of the Running Staff on the item Q1 of questionnaire related to "Growth" Motivation Factors**

Q1. As a member of the running staff, you feel pride in being an important part of the Indian Railways.		
Designation	Mean	N
Assistant Loco Pilot	4.48	149
Chief Loco Inspector	4.64	25
Loco Pilot Goods	4.59	165
Loco Pilot Mail	4.67	36
Loco Pilot Passenger	4.42	24
Loco Pilot Shunting	4.17	99
Total	4.47	498

The responses of all the categories of the running staff indicate a quite high level of satisfaction on the relevant "Growth" motivation needs. The responses of the running staff, on over all basis, also indicate a high level of satisfaction on the relevant "Growth" motivation needs.

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

Table 4.56 gives a summary of category-wise distribution of responses of the running staff on the item Q2 of questionnaire related to "Growth" motivation factors.

**Table 4.56: Summary of Category-wise Distribution of Responses of the Running Staff on the item Q2 of questionnaire related to "Growth" Motivation Factors**

Q2. You are always eager to improve your driving skills and technical expertise.		
Designation	Mean	N
Assistant Loco Pilot	4.66	149
Chief Loco Inspector	4.68	25
Loco Pilot Goods	4.67	166
Loco Pilot Mail	4.65	37
Loco Pilot Passenger	4.75	24
Loco Pilot Shunting	4.54	99
Total	4.64	500

The responses of all the categories of the running staff indicate a quite high level of satisfaction on the relevant "Growth" motivation needs. The responses of the running staff, on over all basis, also indicate a high level of satisfaction on the relevant "Growth" motivation needs.

It indicates a quite high level of motivation levels in the running staff for regular updation of their driving skills and technical expertise.

Table 4.57 gives a summary of category-wise distribution of responses of the running staff on the item Q23 of questionnaire related to "Growth" motivation factors.

**Table 4.57: Summary of Category-wise Distribution of Responses of the Running Staff on the item Q23 of questionnaire related to "Growth" Motivation Factors**

Q23. In the event of any technical snag in the locomotive or any other part of the train during the train operation, you make all out efforts to attend such snags, on the basis of your sound technical knowledge and quick decision making, and try to take the train at least up to the next station.		
Designation	Mean	N
Assistant Loco Pilot	4.36	149
Chief Loco Inspector	4.76	25
Loco Pilot Goods	4.36	165
Loco Pilot Mail	4.38	37
Loco Pilot Passenger	4.29	24
Loco Pilot Shunting	4.27	99
Total	4.36	499

The responses of all the categories of the running staff indicate a quite high level of satisfaction on the relevant "Growth" motivation needs. The responses of the running staff, on over all basis, also indicate a quite high level of satisfaction on the relevant "Growth" motivation needs.

It indicates a high level of initiative and quick decision making on part of the running staff, indicating their high motivation levels on the "Growth" factors.

Table 4.58 gives a summary of category-wise distribution of responses of the running staff on the item Q27 of questionnaire related to "Growth" motivation factors.

**Table 4.58: Summary of Category-wise Distribution of Responses of the Running Staff on the item Q27 of questionnaire related to "Growth" Motivation Factors**

Q27. Loco pilots get all required guidelines and support on technical; and driving skill & safety compliance related matters from their mentor Chief Loco Inspectors.		
Designation	Mean	N
Assistant Loco Pilot	3.68	148
Chief Loco Inspector	4.32	25
Loco Pilot Goods	3.82	165
Loco Pilot Mail	3.95	37
Loco Pilot Passenger	3.75	24
Loco Pilot Shunting	3.33	99
Total	3.71	498

The responses of all the categories of the running staff indicate a quite high level of satisfaction on the relevant "Growth" motivation needs. The responses of the running staff, on over all basis, also indicate a quite high level of satisfaction on the relevant "Growth" motivation needs.

It indicates 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.

Table 4.59 gives a summary of category-wise distribution of responses of the running staff on the item Q29 of questionnaire related to "Growth" motivation factors.

**Table 4.59: Summary of Category-wise Distribution of Responses of the Running Staff on the item Q29 of questionnaire related to "Growth" Motivation Factors**

Q29. In spite of different locomotives & EMUs/MEMUs/DEMUs being equipped with vastly different modern technologies, you are fully competent to operate and troubleshoot such locomotives & EMUs/MEMUs/DEMUs etc on the basis of your technical skills.		
Designation	Mean	N
Assistant Loco Pilot	3.97	149
Chief Loco Inspector	4.28	25
Loco Pilot Goods	3.87	166
Loco Pilot Mail	4.16	37
Loco Pilot Passenger	3.92	24
Loco Pilot Shunting	3.64	99
Total	3.90	500

The responses of all the categories of the running staff indicate a quite high level of satisfaction on the relevant "Growth" motivation needs. The responses of the running staff, on over all basis, also indicate a high level of satisfaction on the relevant "Growth" motivation needs.

It indicates 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.

Table 4.61 gives a summary of category-wise distribution of responses of the running staff on the item Q30 of questionnaire related to "Growth" motivation factors.

**Table 4.61: Summary of Category-wise Distribution of Responses of the Running Staff on the item Q30 of questionnaire related to "Growth" Motivation Factors**

Q30. Short duration, focused training courses , like the 2 day duration technical & operational safety related training courses being run by Basic Training Centre, Tughlakabad, are quite helpful in improving your driving skills and technical expertise.		
Designation	Mean	N
Assistant Loco Pilot	3.78	148
Chief Loco Inspector	4.12	25
Loco Pilot Goods	3.89	166
Loco Pilot Mail	3.84	37
Loco Pilot Passenger	3.62	24
Loco Pilot Shunting	3.60	99
Total	3.79	499

The responses of all the categories of the running staff indicate a quite high level of satisfaction on the relevant "Growth" motivation needs. The responses of the running staff, on over all basis, also indicate a high level of satisfaction on the relevant "Growth" motivation needs.

It indicates 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.

Table 4.62 gives a summary of category-wise distribution of responses of the running staff on the item Q31 of questionnaire related to "Growth" motivation factors.

**Table 4.62: Summary of Category-wise Distribution of Responses of the Running Staff on the item Q31 of questionnaire related to "Growth" Motivation Factors**

Q31. Intensive downloading and analysis of loco speedograph reports by the Railway administration has been very helpful to the loco pilots in improving their driving skills & compliance of speed limits & ensuring safe operation of Rail Traffic.		
Designation	Mean	N
Assistant Loco Pilot	4.21	149
Chief Loco Inspector	4.48	25
Loco Pilot Goods	4.05	165
Loco Pilot Mail	4.35	37
Loco Pilot Passenger	4.17	24
Loco Pilot Shunting	3.91	99
Total	4.12	499

The responses of all the categories of the running staff indicate a quite high level of satisfaction on the relevant "Growth" motivation needs. The responses of the running staff, on over all basis, also indicate a high level of satisfaction on the relevant "Growth" motivation needs.

It indicates 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.

Table 4.63 gives a summary of category-wise distribution of responses of the running staff on the item Q33 of questionnaire related to "Growth" motivation factors.

**Table 4.63: Summary of Category-wise Distribution of Responses of the Running Staff on the item Q33 of questionnaire related to "Growth" Motivation Factors**

Q33. A small lapse in train operations, on the part of the crew, may cause serious accidents like SPAD. For serious accidents, the crew may, sometimes, face strict disciplinary actions. Still you do not let this affect your strong willpower and unwavering determination.		
Designation	Mean	N
Assistant Loco Pilot	4.15	149
Chief Loco Inspector	4.52	25
Loco Pilot Goods	4.07	165
Loco Pilot Mail	4.51	37
Loco Pilot Passenger	4.21	24
Loco Pilot Shunting	3.81	98
Total	4.10	498

The responses of all the categories of the running staff indicate a quite high level of satisfaction on the relevant "Growth" motivation needs. The responses of the running staff, on over all basis, also indicate a high level of satisfaction on the relevant "Growth" motivation needs.

It indicates 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.

Table 4.64 gives a summary of category-wise distribution of responses of the running staff on the item Q5 of questionnaire related to "Growth" motivation factors.

The responses of the running staff, on over all basis, also indicate a low level of satisfaction on the relevant "Growth" motivation needs. The responses of all the categories of the running staff, except for Chief Loco Inspectors (CLIs) and Loco Pilots Mail (LPMs), indicate a low level of satisfaction on the relevant "Growth" motivation needs.

**Table 4.64: Summary of Category-wise Distribution of Responses of the Running Staff on the item Q5 of questionnaire related to "Growth" Motivation Factors**

Q5. In Indian Railways, you get respect for your seniority and technical skills.		
Designation	Mean	N
Assistant Loco Pilot	2.80	148
Chief Loco Inspector	3.72	25
Loco Pilot Goods	2.99	166
Loco Pilot Mail	3.50	36
Loco Pilot Passenger	2.96	24
Loco Pilot Shunting	2.67	98
Total	2.94	497

The above responses 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.

Table 4.65 gives a summary of category-wise distribution of responses of the running staff on the item Q6 of questionnaire related to "Growth" motivation factors.

**Table 4.65: Summary of Category-wise Distribution of Responses of the Running Staff on the item Q6 of questionnaire related to "Growth" Motivation Factors**

Q6. The running staff, exhibiting excellent driving and troubleshooting skills and rendering excellent safety performance, receives respect, appreciation and award from Railway administration.		
Designation	Mean	N
Assistant Loco Pilot	3.21	149
Chief Loco Inspector	3.92	25
Loco Pilot Goods	3.39	165
Loco Pilot Mail	3.22	37
Loco Pilot Passenger	3.25	24
Loco Pilot Shunting	2.94	98
Total	3.26	498

The responses of the running staff, on over all basis, also indicate a moderate level of satisfaction on the relevant "Growth" motivation needs. The responses of all the categories of the running staff, except for Loco Pilots Shunting (LPSs), indicate a moderate level of satisfaction on the relevant "Growth" motivation needs.

The above responses indicate the feeling in the running staff that the good work done by them is generally acknowledged and appreciated by the Railway administration. The responses of LPSs are quite close to the moderate satisfaction level and hence do not merit further analysis.

However, 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 further improve their motivation levels.

Table 4.66 gives a summary of category-wise distribution of responses of the running staff on the item Q7 of questionnaire related to "Growth" motivation factors.

**Table 4.66: Summary of Category-wise Distribution of Responses of the Running Staff on the item Q7 of questionnaire related to "Growth" Motivation Factors**

Q7. As TLC/PRC/CC or Sr.CC, the running staff renders important contribution in expert coordination of train operations.		
Designation	Mean	N
Assistant Loco Pilot	3.32	148
Chief Loco Inspector	4.08	25
Loco Pilot Goods	3.76	164
Loco Pilot Mail	4.19	37
Loco Pilot Passenger	3.29	24
Loco Pilot Shunting	3.00	99
Total	3.50	497

The responses of all the categories of the running staff indicate a quite high level of satisfaction on the relevant "Growth" motivation needs. The responses of the running staff, on over all basis, also indicate a high level of satisfaction on the relevant "Growth" motivation needs.

It indicates that the running staff is well aware of and reasonably proud of the importance of TLCs/PRCs/CCs in the train operations. It reflects in their high levels of motivation levels on the above factor.

Table 4.67 gives a summary of category-wise distribution of responses of the running staff on the item Q8 of questionnaire related to "Growth" motivation factors.

**Table 4.67: Summary of Category-wise Distribution of Responses of the Running Staff on the item Q8 of questionnaire related to "Growth" Motivation Factors**

Q8. Reports of abnormalities in connection with different Railway departments and deficiencies/lapses in the working of different Railway employees, as noted by you during the operation of the train, are taken seriously by the Railway Administration. It makes all possible efforts to take suitable actions on the above reports and communicate the compliance to you as quickly as possible.		
Designation	Mean	N
Assistant Loco Pilot	3.26	149
Chief Loco Inspector	3.75	24
Loco Pilot Goods	3.51	166
Loco Pilot Mail	3.95	37
Loco Pilot Passenger	3.29	24
Loco Pilot Shunting	3.24	99
Total	3.42	499

The responses of all the categories of the running staff indicate a high level of satisfaction on the relevant "Growth" motivation needs. The responses of the

running staff, on over all basis, also indicate a high level of satisfaction on the relevant "Growth" motivation needs.

It indicates the wide awareness of the running staff that the Railway Administration 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 there of to them. It makes them feel themselves important for the organization. It reflects in their high levels of motivation levels on the above factor.

#### **4.0 Limitations and Delimitations**

Due to time constraint, the study was conducted with limited sample size vis-à-vis the actual strength of the loco running staff of Indian Railways. The accuracy of analysis and conclusions drawn entirely depends upon the reliability of information provided by the respondents as the data collected may not be free from errors, because of personal bias on behalf of the respondents.