PREFACE

The importance of human resource in Municipal Administration hardly needs any emphasis. The image of municipalities in public eye depends on the quality of services offered and the efficiency with which they are executing through the efforts of their work-force. Due to rapid change in technology and science, the services which are being rendered by them are becoming more & more difficult for the existing staff. It requires either training provision for them within or out side municipalities or the new trained staff needs to be recruited in municipalities. Hence, it requires human resource development with a view to rendering civic amenities to the public at large in time.

The Municipalities in the state of Himachal Pradesh like their counterparts in other states of Indian Union, suffer from numerous problems, for example, paucity of funds, poor performance, too much of state control and ineffective management of Human resource of Municipal Employees. Despite the fact that these urban local bodies are the grass-roots of democracy, not much research work has been undertaken in this field in the state of Himachal Pradesh. Thus, the purpose of selecting the problem of Human Resource Practices in Municipalities of Himachal Pradesh is to highlight the conditions and difficulties in which the personnel are expected to provide basic civic amenities to the public and then to suggest certain measures for the improvement in municipal administration.
The study is mainly based on the primary sources of information which was collected with the help of employee-questionnaire. The sample comprises of 345 employees belonging to different categories of twenty different Municipalities of Himachal Pradesh was carried out. Besides it, informal discussions and interview were also taken and studied. For analysing the different parameters of our study the percentage method and Chi-Square method has been used.

The whole study comprises of nine chapters. The first chapter Introduction deals with the Significance of Human Resource, Importance of Human Resource, Role of Municipalities, Functions of Municipalities, Genesis of Municipalities in India and Review of Literature. The second chapter "Research Design" encompasses the Needs, Objectives and Methodology of the Study. The third chapter concentrates on an overview of the selected Municipalities in Himachal Pradesh. While a Socio-Economic profile of Municipal employees is presented in chapter IV. Chapter V analyses the Job Motivation and Satisfaction of municipal personnel. Chapter VI deals with Salary and benefits; Training and Promotion of employees are examined in chapter VII. The chapter VIII concentrates on the Union Management Relations. The last chapter sums up the findings of the study and also provide appropriate suggestions.

It is my great pleasure to express my deep sense of gratitude to Dr. S. V. Malhotra, Reader and Head of the Department of commerce, H.P.U. Evening College, Shimla under
whose invaluable guidance and experience I accomplished my research work. His spontaneous suggestions, sympathetic attitude and devotion at every stage facilitated this work presentable. Inspite of his pre-occupation with several academic and administrative responsibilities and assignments, he has been very kind to spare his valuable time for giving the necessary counsel and guidance when ever I needed it.

I also wish to express gratitude to Professor Bal Krishan, Chairman, Department of Commerce, H.P. University, Shimla for his valuable suggestions in my research work. The thanks are also due to the other faculty member of commerce department, Dr. D. R. Gupta and Dr. Sunil Gupta for the encouragement given to me during the course of study.

I particularly want to acknowledge my parents and my elder brothers Parmeshwar and Roop Ram for their constant support given to me during my research work. I also want to thank my wife Neena for her moral support and patience to finish this work.

I am grateful to the Heads of Municipal Committees and municipal personnel of Himachal Pradesh for their co-operation to enable me to hold interviews successfully for the collection of primary data.

Last, but not the least I am thankful to Mr. Hind Bhushan Kutlehra for giving the shape to the present work nicely and efficiently.

Asa Ram