CHAPTER V

CASE STUDY OF MANAGEMENT OF PERSONNEL IN GOVERNMENT SILK WEAVING FACTORY-RAJBAHG SRINAGAR.

For a clear understanding of the various aspects of management of personnel as operative in the different units of State Enterprises, it would be desirable to give a brief review of historical perspective of the sample unit. Government Silk Weaving Factory, Rajbagh, Srinagar has been selected for the present study. The reason for selecting this unit is that it is one of the most important units of Jammu and Kashmir Industries Limited. It has a long history at its back and has been playing an important role in the State's economy.

THE BACKGROUND

The salubrious climate and natural irrigation render Kashmir most suitable for sericultural activities. Sericulture has been undertaken in the State from time's immemorial. It has a strong religious background. The Mulberry trees are regarded as sacred and are used for religious purposes even to this day.

References of Kashmir Silk are found in Mahabharatha which indicate that Silk in Kashmir was produced from very
olden days. Historic reports further lend support to this and hold that indigenous Silk Worm races existed in Kashmir even upto 1837. "When one Captain Hutton is said to have exported several thousand ounces of Silk Worm eggs to Europe".  

The raw material for the sample unit is supplied by the Government Filatures - Rambagh, Srinagar and Government Silk Factory Jammu, where raw silk is obtained from Cocoons. The weaving of silk is carried by a number of Private Sector Units. But Government Silk Weaving Factory is one of the most important producers of Silk Textiles in the State. The Factory was set up in private Sector in 1938. It was taken over by the State Government in 1950. Situated in a Posh Colony of Srinagar known as Rajbagh, the factory has a very vast premises surrounded by a large number of historical Chinar Trees adding to its beauty. Over the years, it has evolved, some traditions and has played a notable role in the freedom struggle of the State. It has produced a good number of

labour leaders who in turn became politicians and played heroic roles in the freedom movement of the State. The scholar is convinced that the factory proved as a cradle for the growth of trade union movement in the State. Such an organisation as has become an important part and parcel of our scio-politico and cultural heritage needs a detailed survey highlighting its various managerial aspects. Such an identification would help the planners and the management to put the organisational structure of this unit on scientific lines so as to make it an effective and powerful instrument for bringing about scio-economic transformation. Since human factor is most predominant, the scholar has, therefore, confined himself to the study of this aspect alone leaving other issues for future researchers. Accordingly, therefore, the following pages are devoted towards this discussion.

**COMPOSITION OF LABOUR FORCE**

The unit had 427 employees of different skills on its rolls as on 1981-82. Their composition according to different occupational groups is shown in the following table:
### TABLE NO: 5.1

**OCCUPATIONAL CLASSIFICATION OF PERSONNEL**

<table>
<thead>
<tr>
<th>Year</th>
<th>Managerial</th>
<th>Supervisory</th>
<th>Sales</th>
<th>Clerical</th>
<th>Workers</th>
<th>Others</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1976-77</td>
<td>3</td>
<td>14</td>
<td>8</td>
<td>9</td>
<td>350</td>
<td>29</td>
<td>413</td>
</tr>
<tr>
<td>1977-78</td>
<td>3</td>
<td>9</td>
<td>6</td>
<td>7</td>
<td>340</td>
<td>25</td>
<td>390</td>
</tr>
<tr>
<td>1978-79</td>
<td>3</td>
<td>8</td>
<td>7</td>
<td>7</td>
<td>333</td>
<td>25</td>
<td>383</td>
</tr>
<tr>
<td>1979-80</td>
<td>4</td>
<td>10</td>
<td>8</td>
<td>12</td>
<td>309</td>
<td>20</td>
<td>363</td>
</tr>
<tr>
<td>1980-81</td>
<td>4</td>
<td>13</td>
<td>10</td>
<td>16</td>
<td>354</td>
<td>23</td>
<td>420</td>
</tr>
<tr>
<td>1981-82</td>
<td>4</td>
<td>13</td>
<td>10</td>
<td>15</td>
<td>362</td>
<td>23</td>
<td>427</td>
</tr>
</tbody>
</table>

Source: By the courtesy of the Management of Government Silk Weaving Factory, Rajbagh, Srinagar*

The table makes some interesting revelations. It depicts that the strength of the workers has gone down from 350 to 309 between 1976-77 to 1979-80. The picture thereafter, shows an increasing trend as the number went

*Figures supplied by the Management in response to a questionnaire prepared by the scholar for this purpose.*
upto 362 from 309 during the period 1979-80 to 1981-82. The reduction in the total number of labour force between 1976-77 to 1979-80 was the result of short supply of raw material and the retirement of workers. The substitutes, could not be recruited during the said period as the financial position of the unit was in doldrums. However, in the year 1980 the factory underwent renovation and replacement of the old plant. This has a good impact on the strength of the labour force as it started picking up once again. Alongwith the programme of modernisation of the plant attention was also paid on strengthening the financial position of the factory. All these efforts had a profound impact on the over all functioning of the unit.

Another notable feature as revealed by the table is that there has also been a change in the strength of management and supervisory cadres. Though the management cadre marginally increased from 3 to 4 between 1976-77 to 1979-80, yet the labour force showed a declining trend. It is sad to note that inspite of the increase in labour force from 1979-80 onwards the strength of managerial personnel did not show any corresponding increase. Position with respect to supervisory staff depicted a staggering trend. However, from 1979-80 onwards the increasing trend of the supervisory staff is quite encouraging as it increased with
the increase in the labour force. The revelations thus made by the table offer a convincing proof that the management lacks managerial approach regarding span of control.

RECRUITMENT

Recruitment starts with the process of searching for prospective employees and stimulating them to apply for jobs in the enterprise. It is the process of finding potential applicants for employment. The term 'Recruitment' stands for the process by which man-power is discovered and encouraged to apply for jobs in an organisation. It places the human capital of our factories before the material capital.² Of all the inputs, human resource input is the most important one, besides being sensitive, it is egotic. Hence, their selection is the most challenging as well as trying. With this in view, it is disheartening to find that the present policy of recruitment in the unit is based on thumb and rule system. No effort seems to have been made to evolve a rational policy of recruiting either the workers or the staff members. Recruitment of labour

² SAKSENA, S. C. Business Administration and Management, SAHITYA BHAWAN Agra, 1966, P: 290
is guided by recommendations from the persons in authority and the labour leaders and not by any objective considerations. Hence, it does more harm than good. The labour trouble at the unit is often the result of rejection of labour leaders recommendations regarding employment. Such confrontation between the workers and the management are a common feature. In fact the scholar had the chance to observe this scene while discussing the issues with the Manager of the unit. The impression which the scholar gathered convinced that most of the appointments are politically motivated and the union leader appears powerful enough to get his things done by the management under duress.

The recruitment other than that of labour is the responsibility of the Head Office which does the same mainly through advertisements. Recruitment through employment exchanges is non-existent. As a result thereof, many malpractices have crept in the recruitment policy. To overcome this unhealthy practice, the scholar recommends that recruitment be done through employment exchanges as well.

In order to get right type of employees both workers, clerical and technical, it is recommended that a scientific policy be evolved and followed to its very essence. This
would in turn result in the setting up as well as building a sound edifice for harmonious relations between the two warning factions.

The recruitment system is not a foolproof, nor is it free from malpractices. It leads to favouritism and breeds corruption. However, the redeeming feature is that the system is free from the evil practices of jobbers and intermediaries.

**TRAINING:**

Training is one of the important concerns of human resource management. The new recruits must learn to adjust to a new environment, increase and sharpen the skills they have, become understanding participants in organisational endeavours and meet the challenge of the changing conditions. It has been rightly said that "the development of man at the machine or the man in the executive chair are the concern of Personnel Management."  

Training is the process of increasing the knowledge and skills of employees for doing a particular job most efficiently. Training is telling plus showing, plus

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supervising until the desired change is achieved in the skill, attitude or behaviour. This philosophy seems to be the most neglected one in this unit. This is evident from the fact that no sound training programme for the workers has ever been introduced or put to effect. The unit does not have any training department of its own, as it has neither recognised its importance nor its utility. The new recruits receive training through the supervisors to whom they are attached. Under such circumstances, it would be in the fitness of things to establish a Training Section under the control of Master-Weaver where new recruits could be imparted instructions regarding their skills, especially 'weaving' etc.

A redeemable feature however, to observe is that the labour force is deputed by the unit to participate into the various training programmes organised by various agencies like - Union Labour Ministry, National Productivity Council, J&K Productivity Council. But the participation in such courses/programmes is almost negligible as is revealed by the table No: 5.2. Some of the common training courses in which the workers are taking part are:-

a) Workers training course; and
b) Workers - teachers training course.

4. Ibid, P: 299
<table>
<thead>
<tr>
<th>S.No</th>
<th>Year</th>
<th>Total No of Workers</th>
<th>Name of the Course</th>
<th>No. of Workers deputed</th>
<th>Total No of Participants</th>
<th>Percentage of training to total No of workers</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1974-75</td>
<td>340</td>
<td>W.T.C. W.T.T.C.</td>
<td>8) 2)</td>
<td>10</td>
<td>2.94</td>
</tr>
<tr>
<td>2</td>
<td>1975-76</td>
<td>350</td>
<td>W.T.C. W.T.T.C.</td>
<td>10) 3)</td>
<td>13</td>
<td>3.71</td>
</tr>
<tr>
<td>3</td>
<td>1976-77</td>
<td>350</td>
<td>W.T.C. W.T.T.C.</td>
<td>11) 3)</td>
<td>14</td>
<td>4.00</td>
</tr>
<tr>
<td>4</td>
<td>1977-78</td>
<td>340</td>
<td>W.T.C. W.T.T.C.</td>
<td>14) 4)</td>
<td>18</td>
<td>5.29</td>
</tr>
<tr>
<td>6</td>
<td>1979-80</td>
<td>309</td>
<td>W.T.C. W.T.T.C.</td>
<td>18) 6)</td>
<td>24</td>
<td>7.76</td>
</tr>
<tr>
<td>7</td>
<td>1980-81</td>
<td>354</td>
<td>W.T.C. W.T.T.C.</td>
<td>22) 7)</td>
<td>29</td>
<td>8.19</td>
</tr>
<tr>
<td>8</td>
<td>1981-82</td>
<td>362</td>
<td>W.T.C. W.T.T.C.</td>
<td>23) 8)</td>
<td>31</td>
<td>8.56</td>
</tr>
<tr>
<td>9</td>
<td>1982-83</td>
<td>365</td>
<td>W.T.C. W.T.T.C.</td>
<td>24) 8)</td>
<td>32</td>
<td>8.76</td>
</tr>
</tbody>
</table>

Read W.T.C. as workers training course.
W.T.T.C. as workers - teachers training course.

Source: By courtesy of the Management of Government Silk Weaving Factory Rajbagh, Srinagar*

*Figures supplied by the Management in response to a questionnaire prepared by the scholar for this purpose.
The table depicts that there has been a definite increase in the number of participants in both the training courses. The percentage of participation has increased from 2.94 to 8.76 between 1974-75 to 1982-83. The trend is encouraging and the management deserves all appreciation. Efforts should be made for further increase in this regard.

**WAGES:**

Wages constitute to be the strongest driving force. It is the pivot around which several other labour problems rotate and more disputes and complications arise about wages than any other issue in the labour - management relations.  

The workers of the sample unit are paid on daily wage basis on 4th of each month. The supervisory and other staff is paid on monthly basis. Piece rate system is not in vogue at the unit.

Before the implementation of Wage Review Committee Report in 1980, the wage fixation was an absolute discretion of the management who fixed wages according to their own whims rendering the system an irrational one. But it is encouraging to find that the wages have been rationalized.

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and the component of dearness allowance has been done away with for ever. The wages at present are paid as actual wages plus cost of living allowance. The cost of living allowance is subject to annual adjustment. The minimum wage for unskilled worker is Rs. 8.00. The daily wages at the unit range between Rs 8/- to Rs 32/-.

**BONUS:**

The employees are paid bonus at the rate of 8.33 percent of the basic wage under statutory regulations in two instalments. The first instalment of 4 percent is paid at the time of Id-ul-Fiter and the second instalment at Id-ul-Zuha. During the investigation it was reported by the workers that no bonus was paid between 1976-77 to 1978-79 on the plea best known to management. The arrears for this period are still awaited. The amount of bonus thus, due to the workers has become a bone of contention between the labour and management. The labour leaders make frequent demand for the release of the arrears. In this connection a deputation of industrial employees led by Mr. M. S. Der, its president met the Chief Minister of the State and pressed for the release of arrears.

payment of bonus was restored from the year 1979-80 and its total liability worked out to Rs. 72,596.69 for the year 1979-80. Since the non payment of bonus became an issue leading to labour troubles, it is suggested therefore, that the same be paid as per schedule. Besides, arrears of bonus be paid so as to avoid the further apprehensions of any conflict. This would also go a long way in making the workers feel motivated.

**HOURS OF WORK:**

The length of working day has more often than not led to the frictions between the management and the unions. The hours of work a person is required to work has a great influence upon the productivity. Longer hours of work during a working day increases fatigue and loss of vitality. Besides, it causes physical exertion and mental strain. This makes a worker slack in his performance and encourages absenteeism. If the hours of work are unduly long, the workers develop the habit of loitering and loafing away the time under various pretexts.

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The genuine working hours with required rest intervals, enable the workers to perform their duties happily and efficiently.

The factory runs on a single shift basis. The shift runs from 9 a.m. to 5 p.m. with 30 minutes break at 1 O'clock for lunch. This is in conformity with the provisions of the Factories Act. However, it is distressing to find that it is the workers alone who came in time to attend to their duties. The office establishment and even the supervisory staff are habitual late comers. Such an irresponsible conduct creates unrest among the workers. Although, the factory runs only one shift but in summer the double shift is sometimes run to facilitate the factory to meet the demand. During the double shift system the first shift runs from 6 a.m. to 2 p.m. and the second shift from 2 p.m. to 10 p.m. with an half hour break. The double shift system finds no favour among workers as they face difficulty due to absence of transport early in the mornings and late in the evenings. It is therefore, recommended that the factory should arrange for an efficient transport facility to make the double shift system a success.

OVER - TIME:

Working overtime is an important means of enhancing one's earnings. The workers are asked in busy season of
summer to work overtime and paid double the rates. This facility does not seem to have benefited the workers. It has been seen that they generally avoid to work overtime as they remain busy in their subsidiary occupations, which are more lucrative than working overtime.

HOLIDAYS AND LEAVES:

The importance of holidays and leaves in maintaining and improving industrial efficiency as well as labour-management relations need no emphasis. The Bihar Labour Enquiry Commission so aptly remarks that "Tropical Climate, poor diet and physique of the workers, the insanitary and unattractive conditions in which they live, combine to make holidays with pay even more necessary in India than the West. As the vast majority of workers are drawn from the villages with which they maintain the close connections and would, therefore, probably spend the holidays there. There will not only be benefit to their health but also a feeling of happiness from the annual sojourns, however brief".\(^9\)

Leave and Holidays are provided to the workers in accordance with the recommendations of the Wage Review

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Committee. The Wage Review Committee recommended rationalization of the practices relating to grant of leave and holidays so as to bring the same at par with the provisions of Jammu and Kashmir Factories Act of 1957.

The employees of the unit enjoy apart from 52 Sundays, 9 National and State holidays as per the list notified from time to time by the State Government. Moreover, workers get 18 days casual leave during a calendar year. The workers get a minimum wage of Rs. 8/- plus cost of living allowance applicable to their respective basic wages during the holidays and leave period irrespective of the actual wage they are in receipt of.

The salaried staff get full pay for the holidays and leave periods. Leave to them is granted in accordance with the provisions of the Standing Orders and Kashmir Civil Service Regulations.

ABSENTEEISM:

Absenceism which is a general phenomenon all over, assumes serious dimensions in a developing country like

India. Absenteeism puts a dangerous stop to production. It creeps in mostly because of family and agricultural engagements of the workers. The sample unit is no exception, where the workers are mostly drawn from nearly villages and remain occasionally absent during the sowing and harvesting seasons. The management has never bothered to work out the extent of absenteeism in any unit. Nor do the workers furnish any exact information regarding their keeping away from the jobs. The discussion with the management revealed that it is either indifferent or ignorant about the evil effects of the problem. This attitude of the management is detrimental to the cause of establishing a sound base for the development of management of personnel.

**WORKING CONDITIONS:**

Provision of suitable working conditions is an important responsibility of the welfare part of personnel management. The conditions under which an employee works have got a tremendous influence on his health, efficiency, psychology and the quality of work he does. It is argued that environment create a man, and if we improve the environment we improve the man. It is not possible to carry on the hard work under unhealthy surroundings. The healthy, bright and inspiring atmosphere leads to more work than
dirty, sullen and unhealthy atmosphere.\textsuperscript{11}

The physical environment at the sample unit is highly pleasing as it has a vast premises full of natural greenery. But little attention has been paid towards providing better non-physical environment rendering the entire environment sterile. The scholar found the following infringements of the Jammu and Kashmir Factories Act of 1957 during the investigation:

a) **Inadequate facility of drinking water:**

Only a single tap has been provided to supply drinking water to the entire workforce. The drainage facilities are very poor and the waste water stagnates and spreads foul smell.

b) **Inadequate lighting:**

The artificial lighting system is inadequate. In some workshops even natural lights have been obstructed by cardboard and wooden planks which have been used to cover the openings of broken glass panes.

c) **Absence of urinals:**

The urinals, bathroom, latrine and washing facilities are totally absent. Even the managers office has no attached

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bathroom or toilet.
d) **Abundance of dust and dirt:**
The factory walls and premises abounds in dust and
dirt. The factory walls have not been white-washed for a
long time as a result thereof, the rooms have become dingy
and dark.
e) **Accumulation of Silk-Waste:**
In the workshop premises of the unit heaps of
silk-waste and other refuse have been accumulated which
depicts the gross negligence on the part of the management.
f) **Poor linkage of Roads:**
The roads in the factory premises leading to different
sections have become very uneven. It seems that these have
not been touched for a very long time.

All these inadequancies produce unhealthy effects
on the psychology and efficiency of the work force. In
order to improve the conditions, it is stressed upon that
all the deficiencies be removed forthwith to create a
congenial working atmosphere.

**TRANSFERS:**

Transfer is a movement of employees to a position
requiring a degree of ability and responsibility similar to
that exacted by his former position. The shift is more or
less lateral.
As the problem of transfers relate to the problem of knowing the requirements of job and the qualifications of workers, it is therefore, essential to standardise the requirements and duties of employees as also to classify them according to occupations and positions.

Viewed, against this background, it is sad to notice that these essential tenants are more honoured in breach than in their compliance.

Rules concerning transfer are contained in Standing Orders but these are hardly followed when the need arises. The Standing Orders provide that, employer may transfer a workman from one section to another, one department to another of the Industrial Unit provided that new placement:

a) does not require special skill or previous experience;

b) does not affect his wages adversely;

c) is situated in the same town or village within a radius of five miles.  

The employees other than workers are freely transferred to other units of Jammu and Kashmir Industries Limited.

The norms of transfer seem very reasonable. But what happens in actual practice as revealed by workers during the investigation is deplorable. The transfer is guided by the considerations like political affiliation, relations with the management and nepotism.

**PROMOTIONS:**

A well defined system of promotions help in stablizing the human element. The irrational and unscientific system on the other hand breeds hatred and creates misunderstanding, which proves detrimental to the very cause of the labour management relations.

Promotion implies a vertical advancement to a position which requires a greater degree of skill and experience besides imposing heavier responsibility.

As regards promotion, the Standing Orders state, "The promotion to workmen shall be granted without discrimination and with due regard to objective standards of qualifications, efficiency and seniority." 13

Regarding promotion of employees other than workers, service rules and regulations state, "all promotions to next higher posts in respect of the posts reserved for departmental promotion should be made on the basis of the

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merit and qualifications as prescribed in the cadre rules having regard to seniority". 14

The rules regarding promotion are fairly good. But these are followed more in breach than in their compliance. The investigation revealed that in actual practice seniority alone is considered for promotion. On the basis of scholar's interview with the management, it is concluded that the qualified people are in general dissatisfied with the arbitrary character of promotion system. They favoured that the rules contained in Employee Service Rules be complied in toto giving due place to qualification. As such top brass need to revise its policy by taking employees into confidence.

DISMISSAL AND DISCHARGE:

The data regarding dismissal and discharge was not available with the management of the sample unit. Consequently, it made the job of studying the extent of dismissals and discharge a difficult affair. However, an attempt was made to go into the causes of dismissals and discharges. It was observed, that the workers are dismissed or discharged on the following grounds:-

a) Dishonesty,
b) Insubordination,
c) Indiscipline, and
d) Gross negligence of duty.

The Standing Orders contain a detailed procedure for terminating the services of a permanent worker. For sufficient cause one month's notice in writing or one month's wages in lieu of notice is to be given either by the management or by the worker. The services of probationers, badlies, temporary apprentices and casual workmen are, however, liable to be terminated without any notice or any pay in lieu thereof.\(^{15}\)

The services of permanent employees other than labour are terminated, if:

a) his post is abolished; or

b) he is declared on medical grounds unfit for further service after giving three months notice or pay in lieu thereof.\(^{16}\)

It follows, therefore, that the rules regarding dismissal and discharge are fair and just. The scholar was pleased to find that generally the management does

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not take recourse to these extreme steps and only workers are cautioned against the activities leading to discharge.

RETIREMENT:

As per the rules provided in the Standing Orders, every workman retires from employment on attaining the age of 55 years, or earlier in case he is declared physically or mentally unfit to work by a Certifying Surgeon of the area appointed under the Factories Act. The employees other than workers also retire on attaining the age of 55 years. Although, extension in services are provided in special cases if such extensions are in the public interests, but the scholar found not a single example of re-employment of retired workman. It is commendable act on the part of the management as it avoids all chances of favouritism and nepotism. However, it is disappointing to find that a good number of employees above the superannuation limit are in the active service. On an enquiry the management defended itself on the plea that wrong statements regarding age have been provided at the time of appointment. Effective steps should be devised

to stop this unhealthy practice. In this connection it is interesting to note that the Jammu and Kashmir Service Rules and Regulations provide, "where an employee is unable to produce any evidence of his age, he shall state his age and make a written declaration that the age as stated by him is correct. Such employee shall be got examined by the Company's Authorised Medical Officer, free of cost, and the opinion of such Medical Officer as to the employee's age shall be binding on all concerned". 18

The situation, therefore, warrants that the proper care be taken in ascertaining the accurate age of workers at the time of appointment. The workers are strongly pressing the extension in superannuation limit from 55 to 60 years. In their memorandum submitted to the Hon'ble Chief Minister by the Jammu and Kashmir Industries Employees Association president on 2nd September, 1984, it was stressed that the retirement limit be increased from 55 to 60 years. 19


However, it is recommended that the management should not yield under pressure and the retirement age should in no case be increased as it would be unwarranted under the present circumstances as it would create a barrier to the new entrants who aspire for jobs.

THE PERSONNEL DEPARTMENT:

Personnel management being an important branch of management study has necessitated the establishment of Personnel Department in all big industrial houses. Its scope and strength depends upon the size of the establishment. However, the small units cannot afford full-fledged personnel departments, but cannot escape from responsibilities towards Personnel. The Personnel functions in small sized business units can be performed by the unit managers provided they are assisted by specialists in the field.

It is disheartening to observe, that the sample unit has no personnel department. All personnel functions are performed by the unit Manager. There are no specialists in the field to assist and counsel the manager regarding personnel policies and problems. The scholar found during the investigation that manager is pre-occupied and finds less time to solve the human problems. He lacks technique and specialisation in Personnel management, thus rendering
the whole system irrational, and base on rule of traditions. The personnel management norms and principles receive no desired place in the fields of recruitment, selection, training and development, compensation, etc. However, it is gratifying to observe, that the unit has a Labour Welfare Officer who looks after the welfare aspect of Personnel management. But on investigation it was found that management seems quite apathetic towards the provisions relating to welfare measures. Some measures are completely nonexistant while others have been implemented halfheartedly. Consequently, the working atmosphere gets polluted resulting in low efficiency. The scholar cannot recommend the establishment of fulfledged personnel department at the unit level due to its small size and unfavourable financial position. But it is strongly pleaded that the services of a few specialists in personnel management be obtained to regulate issues like recruitment, training and development, selection etc. The problem regarding compensation be left to accounting section which is already functioning under the control of Assistant Financial Controller. The Labour Welfare Officer should be made responsible for providing welfare measures. Thus, the establishment of fulfledged personnel department can be avoided as warranted by the small size and uneconomic operation of the unit without rendering the personnel system unscientific and irrational.
CONCLUSION:

A case study of the sample unit, brings to fore some of the important aspects of personnel management being practised in the various Public Sector Units of Kashmir valley. The suggestions offered in that context are quite far-reaching and will have a significant impact on other units placed in similar situations.

The sample unit presents a gloomy picture of personnel management. Almost all the basic norms regarding personnel management are ignored rendering the system irrational.

The recruitment policy is based on traditions and no scientific and systematic procurement procedures are followed. The workers are not aware of any definite procedure for promotions and transfers. Consequently, the favouritism and nepotism has a major role in employment and selection. Hence these call for a change.

The participation in training programmes by different category of employees is quite satisfactory. The unit should organise a training programme on its own to prove as a model employer. The loopholes which existed in the wage policy have been overcome to a greater extent with the implementation of Wage Review Committee recommendations.
The working conditions are unsatisfactory and call for immediate review. The Labour Welfare Officer must ensure proper implementation of Factories Act.

The investigation of the sample unit presented a happy blend of interaction of the forces of labour and management in the domain of human resource development. The study comes with glaring examples showing how the personnel policies are being implemented and executed in total disregard to the workers, the management and the society at large. Even the basic canons touching only the fringe of the whole problem are being flouted openly causing distress to the workers and loss to the production. The conclusions derived from the present study need to be given a serious thought by all the concerned so that the Public Sector emerges not only a pace-setter but a model employer in true sense of the word. If Public Sector has to be a catalyst, it must reshape and redesign its personnel policies without any further loss of time.