INTRODUCTION

Role of Public Sector in the industrial set up of developing economies, aspiring for quick growth can hardly be underemphasised. Our commitment in the socialistic pattern of society has further enhanced the significance of Public Sector in the country. This is clearly reflected from the various Industrial Policy Resolutions which have laid greater stress on the establishment of Public Sector units resulting in the emergence of huge Public Sector empire. With the dawn of independence Public Sector in India has been widening its horizons and is moving forward covering larger and larger areas of economic activity.

Public Sector enterprises have been described as the gateway to a new society to ensure greater plenty and less hardships for the toiling masses, in which co-operation would supplant competition. The success of Public enterprises depends in large measure on the degree to which employees can be induced to work better than they would under capitalist enterprises.

In the absence of any viable entrepreneurial class, Public Sector alone has to accomplish the task of industrialisation in the State of Jammu and Kashmir, which despite successive plans of development continues to exhibit
backward characteristics. If the Public Sector of Jammu and Kashmir State does not come up to the expectations of its poverty striken population, the programme of socio-economic revolution will remain unaccomplished. While the success of Public Sector depends on a multiple factors, the role of "human element" is dominant. Further, for the continuous industrial development, the State has to emerge not only as a pace-setter but also as a model employer. Therefore, a well devised scheme of Personnel Management has to be initiated at this evolutionary stage so that a sound base is laid down for the future growth of the sector, so vital for the economic progress of the State.

With this in view, the scholar was tempted to work on the topic concerning human element. Accordingly, the topic entitled "Management of Personnel in the Public Sector units of Kashmir" has been choosen for the present research study.

The present study seeks to make an indepth study into various aspects of personnel management such as human resource development, selection, training and development, compensation etc. which have an important bearing on human behaviour at work.

This study is an attempt on the part of scholar to highlight the cruciality of personnel management and
examine how far, its various concepts, principles, procedures and policies are applied and followed in deciding the issues concerning human elements in various Public Sector enterprises in the State.

In building up the present work, extensive study of the books and journals on the subject was made. The necessary information in the shape of secondary data was not available in print on the subject due to infancy of the concept of personnel management in the Public Sector units of the State. Thus, extensive visits to various public sector units were made. The scholar has freely drawn upon the official records made available to him on the request, by the concerned officials. Besides, the information was also gathered by framing a questionnaire which is annexed at Annexure No: XII. This source formed an important material for the study. The information thus collected, both through primary and secondary sources was analysed and interpreted for drawing various conclusions.

The study has been divided into a well designed chapter scheme. It comprises six chapters analysing the various dimensions of management of personnel in the Public Sector units of Kashmir, with relatively a greater emphasis on the need and rational of management of personnel.
The first chapter traces the conceptual framework of human resource management. It is a theoretical coverage and examines in detail the concept, significance and evolution of the subject. It has been emphasised that management of Personnel occupies a prominent place in management on account of the fact that it involves most crucial factor of production viz; "People". It has been brought to light, that "Peoples Management", though an important segment of management study is of recent origin. The concept finds insignificant place in the management of Public Sector Corporations due to lack of managerial approach. The chapter is further devoted in pinpointing the responsibilities for personnel functions. It has been noted that the morass in which the Public enterprises are entangled can be cleared only if due place is accorded to the concept of management of Personnel by the people at the helm of affairs.

The second chapter is devoted to the function of human resource development. The study portrays the significance of scientific and rational recruitment procedure. The chapter concerns itself with the overall hiring procedure and painfully exhibits that the procurement of personnel is devoid of all established standards. The recruitment policy contained in the
service rules of the Public Sector are not followed strictly making the same heterogeneous, thus creating mismanagement. The Public Sector Corporations frequently resort to deputation as a source of recruitment which is opposed by the locals.

Chapter third deals with 'Training and Development' aspect. It stresses the need to develop the skills of the employees and its impact on the efficiency of the workers. It brings to light that training has become a continuous process due to fast developments in the manufacturing techniques. The study reveals that no real attempt has ever been made by the Public Sector Corporations to organise training programmes on their own like their counterparts in rest of the Country. However, it is pleasing to find out that the training programmes for labour organised by different agencies are being resorted to. The increase in the number of participants in these programmes in recent years is encouraging.

Chapter fourth, brings to light the distorted, irrational, unsystematic and unscientific picture of the monetary compensation based on traditional approach of rule of thumb. It reveals that workers have not been remunerated for their efficiency, but favouritism, personal influence and nepotism have remained the factors governing
wage fixation. As a consequence, the production has suffered. The arbitrary character of wage settlement rules is hampering the pace of production even today. However, the appointment of Industrial Wage Committee in December, 1972, and the subsequent appointment of Wage Review Committee in March, 1979 under the Chairmanship of Shri N. Rajan, to review the existing wage structure of Industrial workers of the Public Sector Corporation has opened a new chapter in the history of personnel management in the State.

Following the Rajan Committee recommendations, the wage structure got reshaped extensively bringing in itself the characteristic of rationality. The irrationalities arising out of frequent increase in dearness allowance was done away with permanently. Consequently, the concept of cost of living allowance was introduced. All future increases in wages are now subject to increase in price Indicies. Besides, the Committee made recommendations regarding rationalization of wage structure and other allied matters.

In the light of the findings of the thesis, chapter fifth has been devoted to the case study of prestigious Public Sector Unit viz., Government Silk Weaving Factory, Rajbagh, Srinagar. It is one of the most significant and
premier unit of the Jammu and Kashmir Industries Limited.
In this Chapter an attempt has been made to study the impact of existing system of personnel management on its labour force, their employment, procurement, hours of work, compensation, training and development. The survey of the unit has been done with the help of a questionnaire appended at Annexure No: XII. The information thus collected has been analysed and processed to draw specific conclusions about the existence and development of management of personnel in the Public Sector Corporations of the State.
If the Public Sector is to function smoothly, it should not merely be criticised on ideological basis but be given all managerial tools to increase its gains. Since people are an important production input, management of Personnel should be exercised on the lines indicated in this thesis.

The sixth and the final chapter is devoted to the summary of findings and conclusions with a view to highlight various ideas discussed at various places so that the study becomes useful and meaningful.

In the ultimate analysis, the thesis concludes that Public Enterprises have a very sound future in the State of Jammu and Kashmir if run on sound managerial outlook especially with regard to personnel.