The foregoing chapter ended with a caution that management essentially has the responsibility for the development, the allocation and the productivity of human resources. Productivity is the first machine of the management and its first responsibility which can hardly be achieved in the absence of its key resource viz; human being, which has to be properly procured from right sources, suitably trained and developed and properly allocated to productive endeavours. In a developing country like ours we have far more people than can be productively employed but there are far too productive human beings. Hence the central task before the management in a developing state is planning, training, developing and managing of human resource.

The ultimate objective of any organisation among other things like social justice etc. is to earn reasonable profit to meet several obligations. This obviously can be achieved in an adequate manner only when human resource is properly managed, which involves various functions viz; planning, recruitment, selection, training, compensation and the like. The chapters that follow are, therefore, devoted to highlight these very aspects of human resource
development in the Public Sector Units of Kashmir.

Management has the responsibility for the development, the allocation and the productivity of human resource. Accordingly, therefore, the first operative function of personnel management is the procurement of personnel to man the organisation. This task of management besides being vital is highly complex in nature and wide in scope. It would not be an exaggeration to say that the success of modern business organisation depends to a large extent upon the quality of personnel and the effectiveness with which they are utilized and developed. As the quality of personnel in any organisation significantly depends upon the procurement procedure, it follows, therefore, that an ill-conceived policy of human resource development is bound to give misleading results, thus affecting the overall objectives of the organisation.

**DETERMINATION OF HUMAN REQUIREMENTS**

Determination of the kind and number of personnel required for different jobs is the first step in human resource development. The correct estimate of human requirements for successful operation of the organisation produces healthy effects. It forms the basis of employee requisition that a line manager prepares, specifying his manpower needs in terms of quality and quantity. In big business houses, these requisitions are sent to personnel
division for follow up action. Throughout human resource development process staff personnel assist the line officers in acquiring the right type and desired number of personnel. Despite the fact that the determination of human requirements forms the first operative part of personnel management, yet it seems that the management of State Enterprises is callous of its importance. This is clearly borne by the fact that in most of the Public Sector Units of the State the post of personnel officer is non-existent. The manpower plans are prepared by the line executives of the status of a works manager and sent to unit managers for transmission to Head Office for follow-up action. However, it is encouraging to observe that the newly set up Public Sector Corporations have realized the need and importance of personnel divisions and have taken necessary steps to set up the same in their respective establishments. This has provided them with an opportunity of enjoying the benefits of expert services rendered by this important division of management. The manpower requirements when estimated, in terms of number and type of personnel required forms the basis of scientific human resource development process.

**QUALITATIVE REQUIREMENTS**

Specification of the quality of personnel is an essential ingredient in the procurement process as it serves as a standard of personnel to which prospective
employees can be compared! To ascertain the quality of personnel required for a job is a technical process. It requires a detailed study of the job which is technically called job analysis. Job analysis is a systematic and scientific investigation of a job with a view to discovering the tasks, processes, operations and responsibilities involved in its performance. This analysis also focuses on the personnel requirements of the job. Job analysis thus involves investigation of job attributes as well as worker attributes. Job attributes include such factors as duties, responsibilities, motions involved, equipment and material used and working conditions. Whereas worker attributes include personality traits, physical characteristics, skills, knowledge and training required, aptitude and interest etc. An adequate knowledge of the quality requirements of a job helps an organisation to procure efficient employees. When viewed against this backdrop, it becomes a sad commentary of facts that in most of the public sector units, the


determination of personnel requirements start without the study of job analysis. This is further highlighted by the fact that while making a plan for the sales-force requirements, a company decides that a salesman is needed. Nobody bothers to find out what the salesman is expected to do, the difficulties he is likely to face and the qualities that will be required in him for performing the job satisfactorily. The company management thus starts looking for a man without having a clear picture of the person required except that he is to be a salesman. However, it is gratifying to note that in recent years a tendency is developing in some Public Sector Enterprises to resort to job analysis in case of technical and managerial cadres. The scholar strongly recommends that the job analysis be extended to all the categories of personnel otherwise the productivity of the units will continue to suffer on this account. The scholar was pained to observe that the Government Knitting Factory, Jammu, a unit of Jammu and Kashmir Industries Ltd., used to be headed by a person who unfortunately had lost his eyesight and was being helped by his subordinates in signing the documents. By citing this example, it is never the intention of the scholar to recommend the putting of ill-fated manager on the street but simply to bring to light, the importance being attached to the very fundamentals of job analysis.

QUANTITATIVE REQUIREMENTS

The next step in estimating manpower requirements relates to the number of persons required for each job and
the total number of persons required for the entire organisation in view of present and future needs. Besides, work load and work-force analysis are required to be conducted to know the number of persons required. The management should keep margin for daily absenteeism and labour turnover so that the work does not suffer. The work-load and work-force analysis involve a prediction of the volume of work for coming period and a translation of this into the number of people necessary to undertake that volume. Viewed, against this background it is disquieting to note that public sector units in the state hardly care for prescribed norms. The commonly used practice in these units is that arrangements are made only after vacancies arise. No cognizance is given to the common phenomena of labour turnover and absenteeism while determining the quantitative requirements of the public sector units. This leads to loss in production and fall in the earning capacity of the units as a result of which most of the units have been rendered uneconomical.

**RECRUITMENT:**

Recruitment process aims at developing and maintaining adequate manpower resources upon whom the organisation can depend when it needs additional employees. Thus, recruitment

---

is a positive process of searching prospective employees and stimulating them to apply for jobs in the organisation.\textsuperscript{4} Further, it is a process to discover manpower and to encourage and persuade people to apply for jobs. Recruitment places the human capital of our factories before material capital.\textsuperscript{5} Men are required at a given time and it is undesirable to have too many skilled men when they have no opportunity to use their skills. The sound selection is possible, when the organisation resorts to systematic and rational recruitment process. It is a known fact that the best talent is always in search of a prospective employer and the prospective employer in search of a best available talent. The two are brought together by recruitment alone. To achieve this objective it is but imperative that every organisation, irrespective of its size should evolve a sound recruitment policy. Such a policy should clearly identify the job requirements, job specifications and present and future projections of the human resource. With this in view, it will be a fascinating study to examine, how far this policy

---


is being pursued in the public sector units of the state.

RECRUITMENT POLICY

The state of Jammu and Kashmir witnessed a phenomenal rise in the establishment of Public Sector Corporations in recent years. The rules regarding recruitment policy are contained in the service rules of these corporations. The service rules are almost identical but unfortunately these rules are not followed properly. The discretion of the top brass prevails heavily in the matter of recruitment which is more often than not heterogeneous in character. The rules of recruitment contained the service rules of respective corporation are listed as under:-

Recruitment to the posts under the companies shall be made by:-

1)   a) Direct appointment; or

       b) Promotion of persons already in the service of Company; or

       c) borrowing from the central government, public industrial undertakings or a local or other authority.

2)   The corporation shall:-

       a) Constitute such cadres for the different categories of posts under it as the Board may, from time to time, consider necessary and proper and, frame,

       b) Recruitment rules with respect to each grade of each category of posts included in the cadres referred to in (a) above as to provide,
inter-alia for

i minimum educational qualification and experience to be possessed by candidates for entry into service;

ii Age limit for entry into service and relaxation therein where necessary;

iii Proportion of vacancies to be filled by direct recruitment and by promotion respectively; and

iv standards for promotion from one grade to the next higher grade, including minimum length of service in the lower grade.

3) In making appointments to posts under the company, whether by direct recruitment or by promotion, the company shall endeavour to provide special representation to candidates belonging to:

a) The scheduled castes/scheduled tribes, for this purpose, the company shall follow generally the principles prescribed from time to time in this behalf by the government of Jammu and Kashmir.

b) Persons displaced by the acquisition of the lands from the projects, refugees and the persons discharged from other government projects and undertakings as being surplus to requirements, subject to the possession of the prescribed qualifications.

4) All persons possessing the qualifications prescribed for a category or grade therein and working in the company shall be eligible for consideration for selection on the basis of comparative merit, ability, experience and suitability.
5) Appointments to a post or grade within an establishment shall not be confined to the employees in that establishment alone, except in respect of posts which are required to be reserved for departmental promotions in accordance with the recruitment rules. All employees already in the employment of the company and possessing the requisite qualifications and experience prescribed for the post or grade shall be eligible to be considered for selection along with those from outside the company who apply for such posts in response to advertisement.

6) All vacancies except for those reserved for filling up by departmental promotions in accordance with the recruitment rules shall be given wide publicity by posting notices on notice boards and through the media of newspapers, radio, government gazette and employment exchange.

On the face of it the service rules which incidently is the recruitment policy of our corporations, nothing seems to be wrong in it except that the provisions are followed neither in letter nor in spirit. It would be quite interesting

at this stage to make review of the recruitment policy laid down by Government of India in April, 1961, perhaps for the first time to be followed by all public sector undertakings.

These principles are summed up as under:-

1) Unskilled employees at lower scales may be drawn from the local area where the project is situated. The displaced persons of the areas acquired by the project, people of scheduled castes and scheduled tribes and the retrenched employees from the government undertakings should be given preference.

2) Skilled workers and clerks working in a lower scale may be recruited locally if they fulfil basic qualifications.

3) Recruitment for middle technical and non-technical posts having higher starting salaries equal to class I junior scale of the Government of India should be made on all India basis.

4) Recruitment for higher non-technical posts carrying a salary of Rs. 600/- or more should be first taken from the management pool and if adequate candidates are not available from the pool, it should be done by advertising on all India basis.

5) Higher technical posts may be filled either by advertisement on all India basis or by personnel contact.
6) Vacancies of unskilled and skilled labour, clerks and other employees for low grades, etc. should be communicated to employment exchange close to the project. Those registered with employment exchange should be given preference.

7) Each unit will have its selection committee which will screen applications and the lists coming through employment exchange, and make appointments. Representatives or nominees of the state Governments should be included in such selection committee.

8) Selection Committee set-up for recruitment at medium level or non-technical posts should also include at least one representative of state Government. Local interests should be represented in adhoc as well as in standing committees. 7

A review of the above norms brings to focus that a common pattern for recruitment has been provided by the Government of India for its public sector units. The provisions are encouraging in the sense that these provide a safeguard to social and local interests.

On comparing the rules prescribed for recruitment of central enterprises with those of the state enterprise of

Jammu and Kashmir State it becomes quite clear that some norms of central provision have found place in our State recruitment policy which could ensure a base for the growth and evolution of personnel policy particularly with regard to recruitment. While these rules should have served as model rules for the enterprises, unfortunately that has not happened as we find that there is absolute disharmony with regard to recruitment policy followed by our State Enterprises. In the opinion of the scholar the provision of deputation from Central and State Governments is most harmful as it has developed a sense of inferiority among the locals. It has been a widely adopted practice followed by the corporations since their inception, to bank upon the people from Government departments. This practice has given rise to an unhealthy confrontation among locals and deputees. Besides, it tells upon the financial resources of the corporations as the deputees are paid higher salaries. The scholar recommends that this practice be abandoned gradually. Meanwhile deputation allowance should be stopped forthwith. The element of deputation has become so confusing and conflicticating that Chatterjee Committee was compelled to remark:-
"The deputationists are generally regarded as lacking in commitment to the organisation they join. Their position being secure in the parent departments, apparently there is a tendency among some of them not to worry too much about the efficiency or productivity or profitability of the industrial organisation where they work now. It has also been found that by reverting them to their parent organisations, they at times succeed in evading their specific responsibilities for wrong decisions causing losses to the industrial organisations. No industrial organisation can really be efficient if it has to rely on such a large deputationist element. This situation is bound to affect the promotional and development of permanent employees and hence cause frustration among them. Hence, this element should be reduced as early as possible and the concerned organisation should take steps so as to mitigate or totally eliminate such dependence."

The recruitment policy of a concern is expected to be governed by Public Policy in operation. The recruitment has long been shaped and constrained by public rules. They have outlawed child labour and prevented the employment of women in certain occupations assumed to be hazardous for females. The present policy of recruitment followed by the public sector smacks of utter discrimination. It does

---


not provide equal opportunities to women labour even in such fields where they could be best fitted. This is illustrated from the following table:-

**TABLE NO: 2.1**

**EMPLOYMENT OF WOMEN AT SHOW ROOMS RUN BY JAMMU AND KASHMIR INDUSTRIES LIMITED**

<table>
<thead>
<tr>
<th>PLACE OF SHOW ROOM</th>
<th>TOTAL EMPLOYEES</th>
<th>MEN</th>
<th>WOMEN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lal-Chowk Srinagar</td>
<td>5</td>
<td>5</td>
<td>Nil</td>
</tr>
<tr>
<td>Bouleward Srinagar</td>
<td>5</td>
<td>5</td>
<td>Nil</td>
</tr>
<tr>
<td>Sopore Kashmir</td>
<td>4</td>
<td>4</td>
<td>Nil</td>
</tr>
<tr>
<td>Emporium Building Srinagar</td>
<td>6</td>
<td>6</td>
<td>Nil</td>
</tr>
<tr>
<td>Barahmulla Kashmir</td>
<td>3</td>
<td>3</td>
<td>Nil</td>
</tr>
<tr>
<td>Pahalgam Kashmir</td>
<td>5</td>
<td>5</td>
<td>Nil</td>
</tr>
<tr>
<td>Habakadal Srinagar</td>
<td>3</td>
<td>3</td>
<td>Nil</td>
</tr>
<tr>
<td>Exhibition grounds Srinagar</td>
<td>10</td>
<td>10</td>
<td>Nil</td>
</tr>
<tr>
<td>Rajbagh Silk Factory premises</td>
<td>10</td>
<td>10</td>
<td>Nil</td>
</tr>
<tr>
<td>Old Woollen Mills premises</td>
<td>5</td>
<td>5</td>
<td>Nil</td>
</tr>
<tr>
<td>Beima Woolen Mills premises</td>
<td>5</td>
<td>5</td>
<td>Nil</td>
</tr>
<tr>
<td>Katra Jammu</td>
<td>4</td>
<td>4</td>
<td>Nil</td>
</tr>
<tr>
<td>Residency Road Jammu</td>
<td>5</td>
<td>5</td>
<td>Nil</td>
</tr>
<tr>
<td>Irwin Road Delhi</td>
<td>5</td>
<td>2</td>
<td>3</td>
</tr>
</tbody>
</table>

**Total:** 75 72 3

**Source:** Compiled by Scholar on the basis of the information supplied by the respective show-rooms.
The above table depicts that the women have the representation of 4 percent only in the area which is highly suited to them. It is only the Irwin Road Show Room of the Government Silk Factory Rajbagh, Srinagar where saleswomen are employed. It is fortunate to observe that recently the management of textile units has started employing women labour.

From foregoing discussion it can safely be concluded that any recruitment policy should broadly conform not only with the set and time tested principles and procedures but also having due regard to local conditions and requirements as well as nature of manufacturing activities.

The employment positions in public sector can be divided into four different categories viz; labour, staff, middle Management and technical positions and top Management position. The methods and procedure of recruitment is different for different positions. In the following pages the scholar has analysed the recruitment procedure of these very positions in the public sector units of State of Jammu and Kashmir.

**RECRUITMENT OF LABOUR**

The recruitment of labour is no big problem with the public sector units of Kashmir as labour is available in abundance. Besides, people prefer to work with public sector units compared to private sector as the jobs with
former are secure and pleasing than the latter. The labour
laws are honoured more in public sector units than that of
private sector units. With the commissioning of every new
establishment labour is drawn from the local area for
unskilled jobs. While the skilled jobs are made known by
advertising through radio, television and news papers.
However, the story is altogether different in the case of
existing organisations, where the vacancies are filled
mostly from among the relations of present employees. This
is the most common method as it is an instrument of
encouragement to the existing employees. This method of
recruitment is in operation even in highly developed
countries of the world, where many companies conduct
regular programmes to encourage their employees to speak
to their friends about the job-openings in the company,
some even give bonuses to employees who introduce
applicants, who are actually accepted for employment.10
The present employees know both the company and his
acquaintance and presumably would attempt to please both.
At Michigan Bell, it was found that 40 percent of the
employees - referred applicants were acceptable to the
company as against only 11 percent from all other sources.11

10. STRAUSS and Sayles. 'PERSONNEL'. PRENTICE-HALL
of India Private Ltd. New Delhi, 1968, P: 459.
No doubt the system gives a moral boost to the workers as they feel highly obliged, but its extensive use has paved the way for nepotism and corrupt practices. Hence it harms more than doing any good. Another flaw with the system is that the influential employees are benefitted more at the cost of those who have no pulls and jocks. But for these limitations, the method could prove a positive motivational force besides paving way for employee-participation in management. Hence its scientific and systematic implementation is needed.

The labour union is another significant source of recruitment of factory labour in the public sector units of the State. The union helps the management by introducing a number of potential and desirous candidates. Accepting, the labour leader's recommendations can in no way be listed as unscientific recruitment practice. This practice is prevalent even in industrially developed countries of the world. In some industries in U.S.A., the unions have completely taken over the function of hiring semi-skilled and unskilled labour force. The unions may also advise a worker where he can find a job. If its member loses his job in one company for some reason, the unions may find him a job in another company. However,

the unions exercise high-handedness in this regard and it is very difficult for management to disagree with their recommendations even on genuine points. Thus rendering the unit management as sterile. Hence, the discontinuity of the system is recommended on emergency basis.

The labourers are also recruited among Badli and casual workers. Badli and casual workers are found in all types of public sector manufacturing units of the State.

"Badli" is a workman who is engaged as a substitute in the post of a permanent workmen or probationer, who is temporarily absent. 'Casual Labour' is a workman whose employment is of an occasional or casual nature.13

The use of Badli and casual workers enable the management to keep their work going in case of extensive absenteeism. The absenteeism being very common especially during harvesting would render the machines idle which can cause financial disaster to these units. The management picks up the people among the Badlis and casual labour. When permanent vacancies arise, this source is also resorted to. The importance of Badlis as a source of recruitment is highlighted from the following table:

---

**TABLE NO: 2.2**

**USE OF BADLIS**

<table>
<thead>
<tr>
<th>S. No:</th>
<th>NAME OF THE UNIT</th>
<th>DATE</th>
<th>TOTAL LABOUR STRENGTH OF THE UNIT</th>
<th>ABSENTEES</th>
<th>BADLIS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Aug. 15, 1983</td>
<td>362</td>
<td>150</td>
<td>70</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Aug. 25, 1983</td>
<td>362</td>
<td>140</td>
<td>60</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Aug. 20, 1983</td>
<td>1036</td>
<td>250</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Aug. 25, 1983</td>
<td>1036</td>
<td>260</td>
<td>120</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Oct. 15, 1983</td>
<td>78</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Oct. 17, 1983</td>
<td>78</td>
<td>18</td>
<td>15</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Oct. 4, 1983</td>
<td>332</td>
<td>120</td>
<td>17</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Oct. 18, 1983</td>
<td>332</td>
<td>130</td>
<td>30</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><strong>Total:</strong></td>
<td><strong>1518</strong></td>
<td><strong>707</strong></td>
</tr>
</tbody>
</table>

**Source:** By courtesy of the Management of the concerned units. Figures supplied by the Management in response to a questionnaire prepared by the scholar for this purpose.
The table indicates that the rate of absenteeism varies from 27.98 percent to 46.57 percent which is mostly subsided through badlis. Had there been no badli system available the machinery would have remained idle causing great financial strains to these units. During the investigation it was revealed that the absenteeism is very high during the harvesting season as the workers are mostly drawn from villages.

From the observations it follows that management has not made any attempt to discourage the practice of absenteeism. Further, it is suggested that badlis be encouraged to be available when required, leaving no scope for machinery to remain idle.

The casual workers are engaged to work for some definite period or occasion or on some particular job of casual nature. On the expiry of time or completion of venture they are retrenched. The Public Sector Corporations keep a list of these labourers and whenever vacancies arise, they are called for.

The role of labour contractors is only found in Jammu and Kashmir Projects Construction Corporation Ltd., which executes the construction works of the State Government. During the construction period of April to November the local labour is not sufficiently available due to agricultural activities, hence the source of labour contractors is resorted to. They mostly draw labour from Bihar and Rajasthan. The table that follows exhibits the procurement position of labour from various sources:
<table>
<thead>
<tr>
<th>S. NO:</th>
<th>NAME OF THE UNIT</th>
<th>APPLICANTS AT GATE AND BADLIS</th>
<th>RELATIVES &amp; CASUAL FRIENDS OF LABOUR PRESENT EMPLOYEES</th>
<th>UNIONS</th>
<th>ADVERTISE-MENT</th>
<th>OTHER SOURCE</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Kashmir Filatures Srinagar</td>
<td>100</td>
<td>50</td>
<td>310</td>
<td>510</td>
<td>30</td>
<td>36</td>
</tr>
<tr>
<td>2.</td>
<td>Government Silk Weaving Factory Rajbagh</td>
<td>70</td>
<td>50</td>
<td>105</td>
<td>107</td>
<td>10</td>
<td>20</td>
</tr>
<tr>
<td>3.</td>
<td>Government Spinning Mills Nowshera, Sgr.</td>
<td>17</td>
<td>8</td>
<td>40</td>
<td>10</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>4.</td>
<td>Handloom Silk Weaving Factory Srinagar</td>
<td>30</td>
<td>15</td>
<td>44</td>
<td>77</td>
<td>-</td>
<td>2</td>
</tr>
<tr>
<td>5.</td>
<td>Government Silk Weaving Factory Jammu</td>
<td>90</td>
<td>20</td>
<td>75</td>
<td>100</td>
<td>24</td>
<td>5</td>
</tr>
<tr>
<td>6.</td>
<td>Govt. Joinery Mills Pampore Kashmir</td>
<td>70</td>
<td>39</td>
<td>120</td>
<td>86</td>
<td>10</td>
<td>7</td>
</tr>
<tr>
<td>7.</td>
<td>Rosen and Terpentine Factory, Miran Sahib Jammu</td>
<td>26</td>
<td>20</td>
<td>12</td>
<td>33</td>
<td>28</td>
<td>-</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>403</td>
<td>202</td>
<td>706</td>
<td>923</td>
<td>104</td>
<td>71</td>
</tr>
</tbody>
</table>

Source: By the courtesy of Management of the concerned units in response to the questionnaire supplied by the scholar to these units.
The table makes some important revelations. No recruit is drawn from the employment exchanges which is an important source of recruitment for the public enterprises of the Government of India. The table reveals that the unions and relatives and friends of present employees is an important source of recruitment. The unions constitute 38.3 percent and friends and relatives of present employees constitute 29.3 percent of the total employment. While rest of the sources constitute only 32.4 percent.

It follows, therefore, that labour force in the units comprise mostly friends, relatives and union favourite. This is an unhealthy trend so far as the nepotism and favouritism is concerned.

**RECRUITMENT OF STAFF**

This category includes clerks, accountants, statisticians, supervisors and other lower positions in a particular graded scale. There are two main sources of recruitment of this category viz; internal and external source.

**Internal Source:**

It is the most used source of recruitment in public sector units of the State. The internal source, includes transfers and promotions. The scholar was gratified to note that the Public Sector Corporations extensively
resort to internal source as it helps in increasing the prestige and sense of security among the existing workforce. In staffing the jobs the first step used is to search for those who can be suitable for the newly created positions in the organisation because the best employee can often be found from within the organisation. It should be remembered over here that in exploiting the internal source the basic job requirements should not be ignored at all. If it happens the very basic purpose of recruitment will be defeated. It is gratifying to observe that the Public Sector Units while making recruitment take into account the surplus staff, if any, existing in any of its subordinate units. The surplus staff is immediately transferred to the unit where the vacancies emerge. The internal adjustment by management while making recruitment helps the Corporations to save the precious finances. This is the most convincing approach and needs appreciation.

However, it should be stressed over here that the Public Sector Corporations should extend the internal adjustment from unit to unit level as also from the Corporation to Corporation to enable the entire Public Sector to avoid the ills of surplus staff. The promotions as an internal source of recruitment need carefully to be exploited, otherwise it will create chaos and frustration among those who get maltreatment at the hands of management.
External Source:

The external source is resorted to when vacant positions cannot be filled internally. The most common source of external recruitment with Public Sector Corporations in the State is advertisement. The advertisement is made in the local dailies, the radio and television is also requested to give a mass publicity to the requirements so that a good number of interested persons apply for the job. It is sad to note that the employment exchanges are not used for this purpose. A chain of Employment Exchange offices are functioning at all district levels. The Employment Exchange registers unemployed persons and sends their names to those who need them. Public Sector Undertakings of the union government do not consider any applicant unless he stands registered with employment exchange. It is indeed a healthy sign as the unemployed get themselves registered with the employment exchanges and help the government in knowing the exact number of unemployed and to seek remedy for the same.

It is unfortunate to observe, that educational institutions are not resorted to at all by the Public Sector Corporations for recruitment purpose although it is an important source especially in highly developed countries. Some companies in the U.S.A. send their representatives to different educational institutions to let the students know
about the employment opportunities in their companies. A major airline took a suite of rooms in a New York city hotel during the College holidays to display the advantages of an airline career. Students were shown films, shown brochures and interviewed by 'Career Counselors'. The colleges and other educational institutions need to establish placement offices to let the students know about the available positions in different places. The Public Sector Corporations can extensively utilize this source for recruitment of staff positions.

RECRUITMENT OF MIDDLE MANAGEMENT AND TECHNICAL POSITIONS

There is dearth of professional managers and technical personnel in the State. The public sector units, therefore, suffer a great deal on this account. It is unfortunate to observe, that no genuine measures were taken either by the Public Sector Corporations themselves or by the State Government to combat this very serious problem. The most common feature of recruitment of this category is to exploit whatever is available in the State. Hence, it is found that Public Sector Corporations in the State have got a good amount of scrap left by others, which can prove

detrimental to them. It is commendable to note that a sense of realization has dawned upon the top brass to have the services of qualified professional for running the concerns in an effective manner. Accordingly, therefore, steps have been taken for the last few years to depute young talented boys outside the State for acquiring professional degrees like, C.A., M.B.A., I.C.W.A., Company Secretaryship etc. The Government has also opened coaching classes in the University of Kashmir for training the right type of students for taking up the challenging positions in these enterprises. The constitutional embargo is also responsible for unsatisfactory state of affairs as it does not permit the State Enterprises to employ non-state-subjects. Therefore, the need of the hour is to develop the local talent to the best possible extent. It is gratifying to observe, that the J and Kashmir Horticulture Processing, Produce and Marketing Corporation has been able to hire the services of highly technical and professional managers. But this has been made possible by resorting to 'Raiding' procedure. 'Raiding' is a technique of hiring the services of those working with other industries. This has caused more harm than good as the promising personnel working with other Public Sector Corporations have left them, to join this Corporation leaving others at the God's mercy. It has given rise to unhealthy competition. 'Raiding' in no way
increases the supply of talent but it merely stands for switching over of loyalties. Therefore, this practice should be avoided. The scholar strongly recommends that the Public Sector Corporations should enter into 'no-raiding agreement' to avoid ills of unhealthy competition. 'Raiding' can be resorted to as a source of recruitment when 'Raid' is aimed at others and not at State Enterprise.

RECRUITMENT OF TOP-MANAGEMENT

The recruitment of top-management has been a problem since the very inception of Public Sector in the State. The scholar has reasons to believe that no steps have been taken so far to overcome the problem. The top positions in the Public Sector Units are mostly held by the personnel deputed from Central and State Governments. This practice has not allowed the Public Sector to take steps for developing the internal talent and to attract new talent on their own. The deputees may come and go leaving the corporation in a mess. The top-management positions are filled by the Government itself, not by recruiting the officers on permanent basis but on ad-hoc basis. This practice has proved very detrimental. It is opposed by the employees on the ground that such a practice snatches their promotional avenues. Hence, it is recommended that original sources should be given preference to that of deputations.
Selection of personnel is the next logical task in the execution of human resource development. Selection is the process by which the candidates for employment are divided into two classes - those who will be offered employment and those who will not. The process could be called rejection. Since more candidates may be turned away than hired. The promotion of productive efficiency through an effective utilization of men and machines is one of the primary objectives of personnel division. The attainment of this objective, to a greater extent depends on the function of finding and placing the right man on the right job at the right time in the right place. The ability of an organisation to achieve its goals and to survive and grow in a dynamic environment significantly and substantially depends upon its selection process. The selection process is difficult and technical one. It is problematic even to highly industrially developed countries, where the employment opportunity in industry is very vast and this is more so in a country like India where too many people are chasing too few jobs.

The highly experienced employers are usually found to say:

"If we could find any way of choosing and hiring employees who are one-half as good, relatively, as the machines we buy, our success would be enormous. The most effective machinery, except that exclusively controlled by patent, is available alike to all manufacturers. The main factor of difference between the successful and unsuccessful plant is the human element". 16

The unscientific selection adversely affects the employer and employee in the long run. It causes depressed morale and high labour turnover. Scientific selection not only enhances the potential efficiency of the organisation but directly eliminates much of the economic waste involved in antiquated methods of choosing employees. The selection function has not only economic aspect but it is a great social question, which not only affects organisation but the whole community. The subjective and unsystematic selection based on favouritism produces demoralising effects in the society. The selection process should be based on the public policy and operate within the framework of the provisions of State or Central Statutory Controls.

The selection procedure in the Public Sector Units of the State is not identical for all the personnel positions. Hence the scholar has attempted to analyse the selection process for these different positions category-wise.

**SELECTION OF LABOUR**

Most of the State Enterprises in Jammu and Kashmir are multi-unit or multi-plant Corporations. The units and plants are geographically dispersed and are headed by plant or unit managers. The personnel departments are non-existent at the unit levels. The department exists at head office level in some cases. Hence the selection function is performed by unit managers for labour force for their respective plants or units. At the unit levels, the Selection Committees have been established which include Manager of the Unit, Accounts Officer, Works Manager and Labour Representatives. The process of selection is very simple for labour force. The Committee meets and conducts the interview of the applicants. The applicants are mostly asked about the experience and job likings. The selected candidates are required to fill up the enrolment forms, the specimen of which is provided at Annexure No: I. The enrolment form need to be attested by a surety preferably in the active service of the particular Corporation. The workers are required to undergo medical check-up by the professional medical officer recognised by respective Corporations for
this purpose. The successful candidates are issued formal orders on the production of medical certificate.

It is gratifying to observe, that labour is represented on the selection committee which encourages the concept of labour participation in management. Yet, it is unfortunate to observe, that the selection process is unscientific and unsystematic. Most of the selection norms are ignored and those followed are not taken in true spirit. It has been found by the scholar that in some factories child labour is found which is a gross violation of rules. It is lapse on the part of medical officers attesting the medical fitness certificates and age certificates to those who do not provide school records regarding age. Hence, the need of the hour is to follow scientific selection procedure if the corporate objectives and goals are to be achieved.

**SELECTION OF PERSONNEL OTHER THAN LABOUR**

The selection procedure in case of personnel other than labour is different from selection of labour and to some extent satisfies selection norms. The selection procedure starts with the screening of the applications received from the desirous candidates. Most of the public sector corporations in the State do not provide their own Application Blanks. Hence, applicants are requested to submit their applications for employment on plain paper
providing complete bio-data. The applications which qualify for consideration are processed for further action while the rest are outrightly rejected. The screening operations are done by the personnel department or by the administrative department where personnel departments do not exist.

The practice of submitting application in plain paper is unfortunate and unscientific as the candidates cannot provide all the required information necessary for screening process in absence of any Application Blank. The use of Application Blanks should be encouraged to draw the desired information about the candidate. Application Blanks are widely used everywhere in the world and constitutes one of the fundamental media through which information is gathered. The Application Blank should be simple, general and informative. It can be used as a formal test, with the various questions weighted and scored according to their productive value. The Application Blanks provide a preliminary idea about the candidates to the interviewers. The Application Blank is invariably as one of the selection tools. Its significance lies not only in that, when filled out, it provides factual information needed for

evaluating the candidate's suitability, but it is also used as a basic record of his personal data if he is hired. The scholar feels it obligatory to recommend, the strict use of Application Blanks by the Public Sector Units in the State.

Since the Public Sector Corporations in the State have not been able to evolve a scientific Application Blanks which could elicit the requisite information about the applicant, the scholar has accordingly suggested the one, the specimen of which is given at Annexure No: 2.

INTERVIEWS

The interviews, unlike the Application Blank is a selection technique that enables the person responsible for hiring to view the total individual and to appraise the person and his behaviour directly. The purpose of interview is to measure the applicant against the specific requirements of the job and to decide whether there will be a good fit. Interviewing is the most common universally used tool in any selection procedure and is designed to serve in the important areas of employment, training, human relations and labour

relations.

"Interview" is the most commonly followed selection practice in Public Sector Units of Kashmir. All appointments in case of recruitment by direct appointment are made by the company on the recommendation of appropriate Selection Committee which make a selection by holding a written test or interview or both. The Selection Committee is constituted by or under the authority of Managing Director or the Board as the case may be. 20

Interviews are conducted by the Selection Committee which is constituted for the purpose as per the service rules. The pattern of appointment of Selection Committees is uniform in all the Public Sector Corporations. The interviews are arranged by the personnel or administrative departments of the respective Corporations for those who qualify the preliminary screening. The interviews for the junior positions are conducted by a selection committee comprising various line and staff executives and headed by the Managing Director of the Corporation. On the other hand the interviews for the senior positions are conducted by a selection committee comprising Government bosses viz;

Finance Commissioner, Planning Commissioner, Chairman of State Public Service Commission or his representative, Commissioner Industries and Commerce and the expert. The concerned corporation is represented by the Managing Director. It is gratifying to observe, that selection committees are balanced and represent men from all walks of life except labour representatives who could not be accommodated due to underdeveloped state of affairs of trade unions. The Interview Boards no doubt give proper weightage to company requirements, public laws and recruitment policy, but it has been observed that government has a higher say than management in finalising the list as the list needs to be approved by the Chairman of the Corporation, who happens to be a political figure. However, it is a pity to observe that, more often than not, the chairmen use their undue influence and limper with the original list by putting the person of choice on top at the cost of deserving candidates. This practice needs to be remedied in the interest of efficient management of the units which have to run on business principles. The corporate management should be given full representation on the Selection Committee. The Committee's recommendations should be treated as final to avoid every sort of political interference. It is sad to observe, that the practice of conducting "written tests" is not followed by the Public
Sector Corporations before selecting candidates for interview. This could reduce the pressure on interview boards which have to otherwise conduct interviews for a good number of days for the lower positions where people are available in sufficient numbers. The scholar does not recommend written tests for higher positions as the number of applicants are very small, but strongly pleads for its introduction as provided in the service rules for lower positions.

**MEDICAL CHECK-UP:**

When all other screening steps are over and only a few applicants remain for final selection, the physical examination or medical check-up is necessary. The physical examination may be thorough and comprehensive or it may be general or simple. The medically fit and healthy employee is likely to work more efficiently as compared to physically unfit, diseased and disabled employees. Under the provisions of the Public Sector Service Rules of the State, every new employee is to furnish a physical fitness certificate duly attested by the medical officers appointed by respective Public Sector Corporations for this purpose. The specimen of the medical fitness certificate is annexed at Annexure No: III. Those who cannot furnish the medical fitness certificate are denied employment opportunity. After the completion of physical fitness formality, the candidates are issued appointment orders and asked to report to duty.
INDUCTION:

The selection procedure does not end once the selection is made. The employees must be introduced to the organisation and job properly. Induction is the task of introducing or orienting the new employee to the company, rather than leaving him to stumble his way through the organisation. It is unfortunate on the part of top management of State Enterprises that they have not been able to realise the importance of induction while, in Western Countries selection is considered incomplete without induction. In the U.S.A. big business houses show to the new employees motion pictures depicting the history and operation of the firm. It has been observed, by the scholar that induction is very uncommon in Public Sector Enterprises of the State. The junior level officers are asked to take charge of their functions immediately on joining the enterprise. In the absence of any induction programme the new enterants take long time to understand the working environment, company problems, policies, programmes and procedures, which hamper their efficiency.

CONCLUSIONS:

Observations recorded in the foregoing pages reflect that the procedure for developing human resource in the Public Sector Units of the State is based on unscientific, irrational and traditional principles. The present system of human resource development has given rise to the number of problems as a result of which the personnel policy of these units present a very dismal picture.

Emerged in the absence of any well-defined policy or procedure, the staffing of personnel has rendered the whole personnel structure unsound and inefficient. The weightage is given not to the prescribed norms but extraneous considerations like personal influence, nepotism and favouritism. Hence the present lot of personnel especially in the management and technical cadres do not fulfill the very basic elements considered essential for the smooth functioning of enterprises. This has resulted in low efficiency and most enterprises have been rendered uneconomical.

Since economic growth presupposes human efficiency in industrial houses, it is very much necessary to remove all irritants that pollute the personnel set up. In this connection development of human resources assume great significance. It is, therefore, necessary that staffing is done in accordance with the prescribed norms and to the best satisfaction of society. Since employment is the
reward for efficiency, it must, therefore, be commensurate with quality, ability and other requirements. This in turn can ensure greater productivity and human prosperity. With a view to achieving these objectives, a great responsibility devolves upon government which should order suitable and scientific human resource development procedures. The Government has the necessary potential to put the personnel system on sound basis, especially when the concept of human resources management is in evolutionary stage. The Government should therefore take measures to establish a 'Public Enterprises Recruitment Commission' to shoulder the human resource development responsibility of Public Sector in the State.

It has been held that development of human resource is a continuous process. Right from planning the manpower upto their retirement, the management has the responsibility for developing, training and educating them so as to keep them abreast with the technological changes. Accordingly, therefore, a review of training programmes, facilities and strategies is made in the chapter that follows.