CONTENTS

Acknowledgements

Contents

List of Tables

List of Figures

List of Appendices

List of Abbreviations

CHAPTER

ONE

INTRODUCTION 1 - 20

1.1 Statement of the Problem and Objectives of the Study

1.2 Scope of the Study

1.3 Need for the Study

1.4 Sources of data

1.5 Sampling Procedure

1.6 Analysis of data

1.7 Limitations of the Study

1.8 Presentation of the Study

TWO

PUBLIC ENTERPRISE IN NEPAL 21 - 53

2.1 The Country

2.2 The Public Enterprises

2.2.1 Ancestry

2.2.2 Growth of PES

2.2.3 Rationale

2.2.4 Legal Status and Administrative Ministry

2.2.5 Control Mechanism

2.2.6 Organizational Structure

2.2.7 Pattern of Top Management

2.2.8 Financial Performance

2.3 Manufacturing PES

2.3.1 Important Features
3.1 Place of Personnel departments in the units under study
3.2 Size of the Personnel Department
3.3 Functions of Personnel Department
3.4 Profiles of Personnel Officials
3.5 Role
3.6 Delegation of Authority to Personnel Chiefs
3.7 Formulation of Personnel Policies

FOUR EMPLOYMENT OF PERSONNEL

4.1 Manpower Planning
  4.1.1 Manpower planning in the Manufacturing PES
  4.1.2 Creation of Jobs
  4.1.3 Reasons for absence of manpower planning
  4.1.4 Employees' assessment of manpower position
4.2 Recruitment and Selection
  4.2.1 Role of Public Service Commission
  4.2.2 Pad Puriti Samiti (Recruitment Committee)
  4.2.3 Media and Sources of Recruitment
  4.2.4 Minimum requirement for appointment in PES
  4.2.5 Advertisement
  4.2.6 Application Blank
  4.2.7 Tests
  4.2.8 Final Selection: Weightage given to different items
  4.2.9 Recruitment and selection practices for the categories not covered under the PSC principle
4.3 Placement and Induction
  4.3.1 Making appointments
  4.3.2 Provision for probation
  4.3.3 Induction practices
4.4 Time taken in different activities relating to employment process
4.5 Recruitment and selection ratios
4.6 Employee assessment about selection practices
FIVE DEVELOPMENT OF EMPLOYEES

5.1 Training

5.1.1 Training Strategies and Policies in the Enterprises

5.1.2 Training efforts

5.1.3 Procedures adopted for nominating candidate for a training programme

5.1.4 Placement after Training

5.1.5 Training Challenges before the Enterprises

5.1.6 A Model for Training employees in future

5.2 Promotion

5.2.1 Promotion Policies and Practices in the Units under study

5.2.2 Policy for filling the vacancy through promotion

5.2.3 Minimum Requirement for promotion

5.2.4 Career Pathing and Promotion Planning

5.2.5 Criteria for Promotion

5.2.6 Promotion Procedure

5.2.7 Provision of Appeal

5.2.8 Evaluation of Promotion System

5.3 Performance Appraisal

5.3.1 Performance Appraisal System

5.3.2 Appraisal Practice

5.3.3 Problems of Performance Appraisal

5.4 Transfer

SIX WAGE AND SALARY ADMINISTRATION

6.1 Methods of determining wage and salary in the enterprises under study

6.2 Considerations in wage and salary fixation

6.3 National Minimum Wage

6.4 Wage Structure in the Enterprises Under Study

6.5 Wage differentials
6.5.1 Skill differentials 230
6.5.2 Inter-enterprise wage differentials 232
6.5.3 Inter-industry wage differentials 235
6.5.4 Regional Wage differentials 238
6.5.5 Wage differentials based on age and sex 240

6.6 Wage differentials and Job evaluation 241
6.7 Salary structure in the enterprises under study 243
6.8 Salaries of the Chief Executives 254
6.9 Wage Incentive Plans 257
6.10 Employees opinion regarding certain aspects of wage and salary administration 261

SEVEN
FRINGE BENEFITS 271 - 288

7.1 Development of Fringe Benefits in the Enterprises under study 273
7.2 Responsibility for deciding fringes: Their nature and quantum 277
7.3 Cost of Fringe Benefits 278
7.4 Relationship between number of fringe benefits and size of employment and age of the enterprise 279
7.5 Nature and Quantum of Fringe Benefits 281
7.6 Employees' perception of fringe Benefits 283

EIGHT
LABOUR-MANAGEMENT RELATIONS 289 - 339

8.1 Statutory Regulation of Labour-Management Relations 292
8.2 Trade Unionism and collective Bargaining 295
  8.2.1 Evolution and growth of trade unions in Nepal 295
  8.2.2 Trade Unions in the FES under study 300
8.3 Labour Participation in Management 303
  8.3.1 Employee Suggestion System 305
  8.3.2 Joint Labour-Management Committees 310
8.4 Employee Grievance and its redressal 316
  8.4.1 Nature of Grievances 318
  8.4.2 Procedure for redressing grievances 320
8.5 Industrial disputes

8.5.1 Causes of industrial disputes

8.6 Employee Discipline

8.6.1 Disciplinary action

8.6.2 Procedure for disciplinary action

NINE EMPLOYEES' MORALE

9.1 Conceptual and Operational definition of Morale

9.2 Measurement

9.3 Morale and the personnel function - Chi-Square Test and Average Morale Index

9.3.1 Morale and personal particulars

9.3.2 Morale and organization of personnel function

9.3.3 Morale and employment functions

9.3.4 Morale and employee development functions

9.3.5 Morale and Wage and salary administration

9.3.6 Morale and fringe benefits

9.3.7 Morale and labour-management relations

9.3.8 Morale and other factors

9.4 Morale and Manpower Performance

9.4.1 Relationship between Morale and Manpower Performance

TEN CONCLUSIONS

10.1 Main Findings

10.2 Suggestions

SELECT BIBLIOGRAPHY

APPENDICES