CHAPTER-III
HUMAN
RESOURCES
MANAGEMENT
3.1 INTRODUCTION

Human Resource Management (HRM) is a basic function of an organisation that helps managers’ recruit, select, train and develops members for an organisation. Obviously, HRM is concerned with the people's dimension in organisations.

Before quoting the definitions of HRM, it is useful to point out the essentials which must find their place in any definition. The core points are:

1. Organisations are not mere bricks, mortar, machineries or inventories. They are people. It is the people who staff and manage organisations.
2. HRM involves the application of management functions and principles. The functions and principles are applied to acquisitioning, developing, maintaining, and remunerating employees in organisations.
3. Decisions made must influence the effectiveness of an organisation. Effectiveness of an organisation must result in betterment of services provided.
4. HRM functions are not confined to business establishments only. They are applicable to non-business organisations, too, such as government, education, health care, recreation, and the like. The following three definitions collectively cover all the five core points:

1. ...a series of integrated decisions that form the employment relationship; their quality contributes to the ability of the organisations and the employees to achieve their objective

2. ...is concerned with the people dimension in management. Since every organisation is made up of people, acquiring their services, developing their skills, motivating them to higher levels of performance and ensuring that they continue to maintain their commitment to the organisation are essential to achieving organisational objectives. This is true, regardless of the type of

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organisation—government, business, education, health, recreation, or social action.3

3. ... management is the planning, organising, directing and controlling of the procurement, development, compensation, integration, maintenance and separation of human resources to the end that individual, organisational, and social objectives are accomplished.4

Thus, HRM refers to a set of programs, functions and activities designed and carried out to maximise both employee as well as organisational effectiveness.

Human resource in any organisation, be it public, private or cooperative, constitute perhaps, the most vital assets of an organisation. An organisation will fail if its human resources are not competent to execute the work assigned to them. It has been rightly stated that, "good administration is a composite of effective organisation, adequate material facilities and qualified personnel." Even poorly devised machinery may be made to work if it is manned with well-trained, intelligent, imaginative and devoted staff. On the other hand, the best planned organisation may produce unsatisfactory results if it is operated by mediocre or disgruntled people.5 Moreover, people are the only assets of an organisation that is appreciated over a period of time while all the other assets depreciate. The human resource thus, plays a vital role in the success, of an organisation. The municipal institutions are no exception to this rule.

HRM constitute an integral part of the municipal organisations. It helps to coordinate the efforts of the people so that they can work together to accomplish their set tasks. In fact, the success of any administration, therefore, depends largely upon the efficient and coordinated working of the human beings. But to get the maximum out of human beings requires conscious efforts

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on the part of top management. It requires sound HRM, which is concerned with the creation of harmonious working relationships among its participants and brings about their utmost individual development. It can, thus, be derived that the entire machinery of any organisation will break down if the problems of HR are not adequately solved.

The main aim of HRM in an organisation is to bring together and develop into an effective organisation the men and women who make up an enterprise and having regard for the well being of the individual and of working groups, to enable them to make their best contribution to its success, In fact, organisation effectiveness is greatly influenced by the capabilities of the administration and by the knowledge, skills, motivation and productivity of men who work within the organisation, It is therefore, imperative that the various aspects of HRM such as recruitment, placement of employees, remuneration, promotion, training, performance appraisal etc. are planned in such a way that it carries out general administrative functions with the threefold objective of maximizing satisfaction of the employees meeting organisation goals, effectively and adequately contributing to the social and political aspects of the community life. Hence, it is important that an in depth study of these aspects be conducted as it forms the back bone of the organisation.

In the light of the facts discussed above, various aspects of HRM at Municipal Council, S.A.S. Nagar, (Mohali) have been studied under the following heads-

Classification
Recruitment
   a) Direct Recruitment
   b) Deputation
   c) Promotion
Training
Staff-Management Relations
3.2 CLASSIFICATION:
A sound human resource management system requires the organising and treating people at work in such a manner so that they effectively utilize their maximum individual capacities, thereby attaining maximum personal and group satisfaction and rendering their maximum service to the enterprise of which they are a part. In order to attain this, public services should provide a career to its members. Modern governments have realized the need to create a true career service as against simply recruiting to fill individual jobs. In such a career service the recruits, whether fresh from college or already possessing some work experience, would be guaranteed the opportunity to move up the line as they demonstrate their capacity. Ultimately the rest of them would fill the top ranking positions.

Since employees in a government are to perform a variety of functions and nature of work responsibility and authority of the employees are different from one department to the other, it is, therefore, desirable to classify the services. W.F. Willoughby has rightly stressed the need of a genuine system of classification. He said, “Classification and standardisation of public employment constitutes, indeed, the starting point or the basis upon which the whole personnel structure must rest.” Thus, a judicious classification system would help in sorting out easily the problems of pay, line of promotion, duties and responsibilities. Dr. H. Finer says: “Upon proper classification, depends the efficiency of recruitment, the possibility of creating a rational promotional system, and the equitable treatment of people working in different departments.”

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Since division of labour is the basis for a cooperative effort, the classification is the basis of human resource management. That is why it has been said that classification system of personnel is the foundation for building up of a career system. It is considered as a pre-requisite for any system that regards the nature and content of each position as central to good organisation and to motivation based on the work performed. To be more specific, we can say that in the organisations there are people with specific functional roles. Bureaucratic organizations make systematic effort to define and order such roles, and to match their technical and personal requirements with the individuals recruited to fill them.

The municipal services have been classified into following categories-

**Non-Provincialised Cadres**

**Provincialised Cadres**

*3.2.1 Non-Provincialised cadres-*

Non-Provincialised cadres in municipalities are based upon separate personnel system in which each local authority has the power to appoint and administer its own personnel and they are not transferable to any other jurisdiction by a central body.8

Under this system, the municipal body is obliged to ensure the inhabitants for its employee's effective performance. The employees recruited locally are supposed to be familiar with local conditions and thus can develop their greater interest in local affair as compared to the employees recruited from outside. Moreover, the prospects for continuous employment in their own area attract more talented persons to enter into municipal services. Thus, the separate personnel system

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enhances the status of municipal body by granting more powers regarding recruitment and management of its personnel.⁹

Municipal Council S.A.S Nagar, (Mohali) constitutes a vast number of employees belonging to Non-Provincialised cadres.

Table-3.1
The Number of employees falling under Non-Provincialised Cadres and their Percentage Increase (from 1995 to 2008)

<table>
<thead>
<tr>
<th>Year</th>
<th>No. of Employees</th>
<th>% Increase in Number of Employees</th>
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<tbody>
<tr>
<td>1995</td>
<td>247</td>
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<tr>
<td>1996</td>
<td>247</td>
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<td>307</td>
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<td>1998</td>
<td>310</td>
<td>0.4%</td>
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<tr>
<td>1999</td>
<td>313</td>
<td>0.4%</td>
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<tr>
<td>2000</td>
<td>339</td>
<td>4.1%</td>
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<tr>
<td>2001</td>
<td>345</td>
<td>0.8%</td>
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<tr>
<td>2002</td>
<td>351</td>
<td>0.8%</td>
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<tr>
<td>2003</td>
<td>352</td>
<td>0.1%</td>
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<tr>
<td>2004</td>
<td>369</td>
<td>2.4%</td>
</tr>
<tr>
<td>2005</td>
<td>382</td>
<td>1.7%</td>
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<tr>
<td>2006</td>
<td>382</td>
<td>-</td>
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<td>2007</td>
<td>382</td>
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<tr>
<td>2008</td>
<td>382</td>
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</tr>
<tr>
<td>Total</td>
<td>4708</td>
<td>1.6%</td>
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</table>

Table 3.1 clearly indicates that the number of employees falling under Non-Provincialised Cadres in the Council has increased substantially showing an overall increase of 1.6% during 1995-2008. The maximum increase (12.1%) is in the year 1997 and minimum (0.1%) is in the year 2003. However, the growth has been stabilized after 2005.

During discussions with the higher officials about not filling the posts after 2005, it was ascertained that the Council is not getting approval of filling vacant posts from the Directorate of Local Bodies Punjab since 2006 due to the Punjab Government’s policy of not filling vacant posts.

posts. Resultantly, the Council is not in a position to ensure further increase in the number of employees.

Non-Proviancialised cadres in Municipal Council S.A.S Nagar constitute a wide variety of class III and IV services. Class III services- Junior Assistants, Clerks, Computer Programmer, Sub Fire Officer. Class IV services- Peons, Drivers, Head Sweepers, Sweepers, Watchman, Security Guards and the technical staff including Electricians, Fitter, Foreman, Firemen, Pump Operator, Asst. Pump Operator, Mate, Beldar, Gardner, Telephone Operator, Sewerman, Coolies, Meter Reader etc.
Table 3.2 indicates year wise increase in the number of employees falling under Non-Provincialised cadres (class III & IV) of the Council.
from 1995-2008. However, this increase in the number of employees from 247 in 1995 to 382 in 2008 has not touched the mark of total sanctioned posts of 399. The Council has also not been able to fill 8 posts of class III services which have been lying vacant at the levels of Junior Assistants, Clerks and Computer Programmer and 9 posts of class IV services at the levels of Drivers and Sweepers since 2005. Due to non filling of vacant posts, a considerable dissatisfaction was also found among the staff members working at these levels as they have been overburdened with the work.

Further analysis of the data indicates that some posts including Clerks, Sub Fire Officers, Drivers, Sewermen, have been showing more than hundred percent increase and the posts of Junior Assistants, Peons, Assistant Pump Operator, Mate, Beldar, Gardner, Telephone Operator have been showing more than fifty percent increase, while others including Computer Programmer, Fitter, Foreman, Elecrician and Meter- Reader have remained same over the years since their recruitment, showing no increase.

3.2.2 Provincialised Cadres:

Provincialised cadres in municipalities are based upon unified personnel system. Under this system, all or certain categories of local authorities form a single career service for the entire state. It is distinct from the state/national civil service and it is the State Government which administers and controls the service. The employees are transferable between local governments within the state. Local governments thus get divested of the authority to recruit and administer personnel.\textsuperscript{10}

This system proposes the creation of a national or state wide career service based on the principle of merit. The smaller local bodies can obtain the services of more qualified persons. Moreover,

this system helps the personnel to acquire experience in different local bodies and in different circumstances which gives them a much wider approach to the problems of local government and a much greater competence to tackle individual problems. It supplies a framework for promotion from one grade to another which sustains the interest of the personnel in the services. Thus, the system gives the personnel prestige in the public eye, self-confidence and compulsive efficiency.\textsuperscript{11}

**Provincialisation of Municipal services**

Provincialisation of Municipal services has been emphasized by various forums and government committees from time to time. The first conference of Local Self Government Ministers held in August, 1948 stressed upon the need of creating provincial cadres for the higher executive and technical staff employed by local bodies as it would facilitate recruitment of suitable personnel from a wide field and provide a more efficient and contented service.

The second conference of Local Self Government Ministers held in 1954 had reiterated the same suggestion. The Central Council of Local Self Government in conjunction with the Fourth Conference of Ministers of Town and Country Planning held in 1963 had recommended the provincialisation of administrative, health, engineering and town planning services of the municipalities in the interest of better and more efficient administration. The Rural-Urban Relationship Committee (1966) had observed that it would be more convenient and advantageous to have a combined integrated service for public health engineers, town planners and medical and health officers as also of Accounts and Audit Officers, in order to attract and

to ensure a steady flow of qualified and competent persons.\textsuperscript{12} The task Force on Management of Urban Development appointed by Planning Commission (1983) in its report held that personnel development had been the weakest aspect of urban management in India and suggested the formation of state cadres for key positions in municipal management like chief officers, engineers, accounts officers, revenue officers, and opined that separate personnel system would be of greater advantage in respect of the lower levels.\textsuperscript{13}

In pursuance of the recommendations of various Commissions/Committees, various state governments including Punjab and Haryana had provincialised municipal services by making necessary amendments in their respective Municipal Acts. To provincialise services in municipalities, the Punjab Government amended the Punjab Municipal Act of 1911 in 1973 by regulating certain posts created by different municipalities. The Amendment provides that notwithstanding anything contained in the Act, the state government may by notification constitute in the prescribed manner all or any of the following municipal services:

i) Punjab Service of Municipal Executive Officers;
ii) Punjab Service of Municipal Engineers;
iii) Punjab Service of Section Officers;
iv) Punjab Service of Municipal Health Officers;
v) Punjab Service of Municipal Secretaries;
vi) Punjab Service of Municipal Accountants;

vii) Such other Municipal Services as the state government may decide.

The state government has also been empowered to make rules

for regulating the recruitment and conditions of services of the members of the municipal services and for the classification of such services.

Apart from these services, the Punjab Government in July 1976 provincialised all the municipal services from the post of an Assistant and above i.e. Superintendents, Sanitary Inspectors, Stenographers, Inspectors, etc.\textsuperscript{14} It also laid down rules regarding their recruitment, promotion, and conditions of service. The government is also empowered to transfer any member of the municipal service from post in one municipality to a post carrying the same scale of pay in another municipality. In this way, the state government has assumed complete authority for the creation of posts, appointment, transfer and other conditions of service of the personnel working in the Municipal Services, despite the fact that they get the salary, allowances, gratuity, annuity, pension and other payments from the funds of their respective municipality.

In Municipal Council S.A.S. Nagar, (Mohali), 13 Provincialised cadres were created by the Punjab Government in the year 1995 and all the matters relating to their recruitment, promotion, conditions of service, disciplinary action and performance appraisal are determined by the Government. These cadres include-

i) Punjab Service of Municipal Executive Officers;
ii) Punjab Service of Municipal Engineers;
iii) Punjab Service of Assistant Municipal Engineers;
iv) Punjab Service of Municipal Accountants;
v) Punjab Service of Municipal Superintendents;
vi) Punjab Service of Municipal Section Officers;

vii) Punjab Service of Municipal Assistants/Inspectors;
viii) Punjab Service of Municipal Stenographers;
ix) Punjab Service of Municipal Fire Station Officers;
x) Punjab Service of Municipal Asst. Divisional Fire Officers;
xii) Punjab Service of Draftsman;
xii) Punjab Service of Municipal Sanitary Inspectors.

Table 3.3
The Number of employees falling under Provincialised Cadres and their Percentage Increase (from 1995 to 2008)

<table>
<thead>
<tr>
<th>Year</th>
<th>No. of Employees</th>
<th>% Increase in Number of Employees</th>
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</thead>
<tbody>
<tr>
<td>1995</td>
<td>24</td>
<td>-</td>
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<tr>
<td>1996</td>
<td>25</td>
<td>2.0%</td>
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<tr>
<td>1997</td>
<td>26</td>
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<tr>
<td>1998</td>
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<td>2000</td>
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<tr>
<td>2001</td>
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<td>4.4%</td>
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<tr>
<td>2002</td>
<td>38</td>
<td>1.3%</td>
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<tr>
<td>2003</td>
<td>40</td>
<td>2.6%</td>
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<tr>
<td>2004</td>
<td>46</td>
<td>7.5%</td>
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<tr>
<td>2005</td>
<td>48</td>
<td>2.1%</td>
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<tr>
<td>2006</td>
<td>48</td>
<td>-</td>
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<tr>
<td>2007</td>
<td>48</td>
<td>-</td>
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<tr>
<td>2008</td>
<td>48</td>
<td>-</td>
</tr>
<tr>
<td>Total</td>
<td>520</td>
<td>2.5%</td>
</tr>
</tbody>
</table>

Table 3.3 depicts that the number of employees falling under Provincialised Cadres in the Council has increased from 24 to 48 showing an overall increase of 2.5% during 1995-2008. The maximum increase (7.5%) is in the year 2004 and minimum increase (1.3%) is in 2002. However, as in the case of Non-Provincialised services, the growth in Provincialised cadres has also been stabilized after 2005 due to a ban by the Punjab Government on recruitment of municipal employees in Punjab.
Table 3.4 indicates an annual increase in the number of employees falling under Provincialised cadres (class II and III) of the Council from 1995-2008 against the total sanctioned posts of 55. However, there are 3 posts of class II services which have been lying vacant at the levels of Assistant Municipal Engineers, Superintendents, and 4 posts of class III services at the levels of Section Officers and Inspectors since 2005 which have to be filled.

Further analysis of the data indicates that some posts including Assistant Municipal Engineers, Section Officers, and Inspectors have been
showing more than hundred percent increase and the posts of Superintendents, Accountants, Assistants, and Sanitary Inspectors have been showing hundred percent increase, while others including Executive Officer, Municipal Engineer, Stenographers, Assistant Divisional Fire Officer, Fire Station Officer and Draftsman have remained same over the years since their recruitment in the Council, showing no increase.

During discussions with the staff it was found that the Council in 2006 applied to the Directorate of local Bodies, Punjab for getting approval for filling up of sanctioned posts of Provincialised as well as Non-Provincialised posts. But it has not got any approval till date.

Like the Non-Provincialised staff, the Provincialised staff has also been found to be discontented due to non filling of vacant posts as they have to bear the extra burden of the employees which have to be recruited or promoted.

6.3 RECRUITMENT:
Recruitment is the entry point of the persons in public services. It is the key to a strong public service. Without positive and creative contribution from people, organisations cannot progress and prosper. In order to achieve the goals or perform the activities of an organisation, therefore, there is a need to recruit people with requisite skills, qualification and experience. While doing so, the present as well as the future requirements of the organisation have to be kept in mind.

Recruitment is the process of locating and encouraging potential applicants to apply for existing or anticipated job openings. It is actually a linking function, joining together those with jobs to fill and those seeking jobs. Recruitment logically aims at i) attracting a large number of qualified applicants who are ready to take up the job if it is offered and ii) offering enough information for unqualified persons to self select themselves out.  

In simple terms, recruitment is understood as the process of searching for and obtaining applicants for jobs, from among whom the right people can be selected.\textsuperscript{16}

Recruitment is the key of a strong public service. A faulty recruitment policy inflicts a permanent weakness and liability on the administration. A theoretically good civil structure would be of no avail if those who man the structure are incompetent or are apathetic to it. It is the cornerstone of the whole personnel structure unless recruitment policy is soundly conceived there can be little hope of building a first-rate staff.\textsuperscript{17}

Proper selection and placement of new employees is a pre-requisite for the development of an effective work force in any organisation. The aim should be to ensure as far as possible that employees are engaged in jobs where they have a fair chance of being successful and at the same time well adjusted to their work and its surrounding circumstances.

The procedure for the recruitment of the employees should be so designed as to attract a suitable number of candidates who are qualified to meet established standard for work and for conduct.\textsuperscript{18} By applying tested procedures in their early stages of employment process, management can do much to ensure that each new employee understands how he can best contribute to organisational goals and is willing and able to do his share as a participating member.\textsuperscript{19} Positively, a sound recruitment process strives to maximize the mobilization of skills and talents and so as to place the right man on the job. Negatively, the recruitment aims at eliminating the persons not duly qualified for the position. In this context, it is opined that, the core design of progressive recruitment process in any organisation is the reduction, if not the elimination of favoritism, nepotism and incompetence in the selection process. Filling the


\textsuperscript{17} Quoted in W.F. Casico, \textit{Managing Human Resources}, Tata Macgraw Hill, New Delhi, 2004, p.51.


post with incompetent persons not only weakens the organisation, but also increases the possibility that an incompetent group will take it over.

The Municipal Council S.A.S. Nagar, (Mohali) depends on two major sources, namely, direct recruitment and promotion/deputation for recruiting the employees of Non-Provincialised and Provincialised services.

6.3.1 Direct Recruitment:
Most of the organisations, today, depend upon direct recruitment of its employees as it widens the areas of selection and it is possible to tap a much wider source of supply. Moreover with direct recruitment, the public services are kept attuned to the changing socio economic conditions of the country through the constant flow of young persons. It also checks stagnation in services. In technical fields, the latest knowledge is required which the young men can easily supply.²⁰

The personnel of Non-Provincialised cadres of the Municipal Council S.A.S. Nagar, (Mohali) such as Clerks, Peons, Watchmen, Drivers, Computer Programmer, Sweepers, Security Guards and the technical staff including Electricians, Fitters, Foremen, Meter Reader, Firemen, Pump Operator, Mate, Beldar, Gardner, Telephone Operator, Sewerman, Coolies etc. are recruited locally by the Council keeping in view the vacancies. Their services are non-transferable.

²⁰ W.F. Casico, op.cit.,p.151.
Table-3.5
The Number of Persons Recruited directly by the Council from 1995-2008

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<td>Gardner</td>
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<td>Telephone Op.</td>
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<td>-</td>
<td>-</td>
<td>04</td>
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<td>80</td>
<td>57</td>
<td>03</td>
<td>02</td>
<td>21</td>
<td>03</td>
<td>06</td>
<td>01</td>
<td>10</td>
<td>10</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>193</td>
</tr>
</tbody>
</table>

Table-3.3 shows that 193 employees (class III & IV) of Non-Provincialised cadres were recruited during 1995-2008 and 7% (13) of class III and 93% (180) of class IV employees were recruited during this period.

Further analysis of data indicates that most of the employees 42% (80) of the Council were recruited, when it was created in the year 1995. After 1995 maximum recruitments 30% (57) were made during 1997. Sweeper is the only
service from all the classes where maximum recruitment took place during 1995-2001 and no recruitment was done after 2005.

**Procedure of Recruitment:**

The object of manpower selection is to ascertain clearly the type of persons required and to secure appropriate candidates for filling that position. To be more specific, the purpose is to make sure that they physically, mentally, temperamentally fitted to the jobs they are expected to do. It is also expected to ensure that new employees develop into desirable employees, and that there are a minimum number of square pegs in round holes. Before we initiate the recruitment process, it is of utmost importance for an organization to plan and develop recruitment policies and procedures in accordance with the personnel policies and organisational goals to be achieved. In fact, adequate planning has a vital significance for a sound recruitment policy. The major steps in any selection process are the following. (See Chart – 3.1)

**Chart – 3.1**

**Selection Process**

- **Job Requisition** → **Determining Sources of Recruitment** → **Application Form Preparation**
  - **Placement**
  - **Issuing Appointment Letters**
  - **Interviewing the candidates and Tests**
  - **Advertisement**
  - **Scrutiny of Application**
1. Job Requisition:

Job requisition is the first and foremost task of any system of recruitment. In fact, the recruitment activity begins with the requisition. In big organisations especially government departments with many different jobs, the requisition activity is done on the basis of job specifications and job analysis. Job specification is a statement of physical, mental and temperamental qualities required for the performance of job. On the other side, job analysis means identifying what a job entails and what an incumbent worker must possess to perform successfully on the job.21

In Municipal Council S.A.S. Nagar (Mohali) the job specifications (including job analysis) for all the Provincialised and Non-Provincialised posts are set by the Department of Personnel, Punjab in association with Department of Local Bodies, Punjab and on basis of the requirements, each job is analysed by them.

2. Determining Sources of Recruitment:

Once the main specification is complete, in terms of job content, job rate and the salary it becomes necessary to consider the sources from where such personnel will be forthcoming. In fact, there are a variety of recruitment channels available to government administration/ other organisations. For the purpose of our discussion we can divide these sources into Internal and External ones.

The basic objective of internal sources is to provide opportunity to the employees working in an organisation to occupy the higher posts. It has been pointed out that the best employees can often be found within the organisation itself. For instance, many organisations in India give preference to the people from within. Generally, the employee's seniority, merits, initiative, accuracy of work, job knowledge and personnel record are taken into consideration.

The external sources of recruitment are:

(i) Newspaper advertisements;

(ii) Employment exchanges;

(iii) Employment Agencies;

(iv) Use of special consultancy organisations; and

(v) Recommendations of friends, relatives, local influential persons and political elite.

There are many methods of announcing the vacancies in Municipal Council S.A.S. Nagar, (Mohali) for recruiting people at Non-Provincialised posts to the interested persons. The most common are:

i) Newspapers;

ii) Notice Boards inside the organisation;

iii) Employment exchange;

The policy of the Council regarding filling vacancies of Non-Provincialised cadres has been mentioned in Punjab Municipal Services (Recruitment and Condition of Services) Rules, 1975. Under this 50% of the posts are to be filled through direct recruitment.

Most of the appointments in the Council are made through local employment exchange after notifying the vacancies to them. In this regard to know the perceptions of the employees after a brief discussion it was revealed to the investigator that more than 50 per cent of the Non-Provincialised employees were appointed through the employment exchange. On further investigation it was revealed by the administration that to invite applications through employment exchange was both popular and resourceful way to get qualified and experienced personnel. Moreover, they charge neither the employer nor the prospective employee for their service because they have a public responsibility to serve both. In fact, it is described as a clearing house of job information.

3. Preparing the Application Form:

It is an important device in the selection process. Although there is no one best or standard form yet a properly designed application form can help in extracting enough information from the aspirants for the jobs to be filled. A
variety of application forms are being used by the various government organisations in the country. Brief forms are used as preliminary applications and detailed ones are used for or are devoted to special questions. Generally, the information gathered through application forms pertains to sex, age, height and weight. This information in fact, provides identity of the candidates. Other information relates to aspects like educational qualifications, experience and community activities.\(^{22}\)

In Council the applications received through the employment exchange are screened to obtain applicants who fit the organisation's needs. Since the Council did not have printed application forms as such the candidates were asked to submit applications on plain paper with all required information pertaining to name, sex, age, father’s name, date of birth, academic qualification, technical qualification, experience etc. In a majority of cases unwanted information was furnished, whereas, in certain instances, the needed information was not supplied. That is why it is required to have printed application forms for inviting applications. As the printed application forms can concisely provide the factual information needed for evaluating the candidate's suitability. It ultimately saves time and can also be used as a useful device for storing information for later references. Elaborating the need for printed application forms, which are to be filled up by the candidate's ability to write clearly, to organise their thought and present facts clearly.

4. Advertisement:
After the application form has been designed by the recruiting organisation, the recruiting agency notifies the vacancies to the leading newspapers in the country other sources through the planned advertisements as far as possible. However, the studies on recruitment procedures and their viability have shown that there is no uniformity. In fact, to evolve a uniform format seems to be a difficult proposition because of the existence of numerous recruiting agencies.

For instance, in India every State Government has set up Service Selection Boards in addition to State Public Service Commission. Even at the central level a uniformity of this kind is not possible.

In Council the vacancies are generally notified in local newspapers like Jagbani and Ajit and the candidates are required to apply within the specified time period.

5. Scrutiny of Applications Received:
On the basis of advertisement, the aspirants apply on or before the closing date on the prescribed forms. After the applications are received, the next stage in the selection process is the scrutiny of the applicants. The main objective of such an exercise is to weed out unqualified candidates. Similarly, the eligible candidates can ensure themselves whether the data required is complete and candidate fulfils the requirements for eligibility. This facilitates in saving considerable time and consequently costs in the latter stages of the selection process.

In Council the applications received by the due date are processed and compiled by the Superintendent and the staff working under him including Assistants and Clerks under the overall supervision of the Executive Officer. There is however, no set policy with respect to the number of applicants and the number of candidates called for the interview in relation to the number of posts. Generally, the Executive Officer of the Council calls the suitable applicants for interview who fulfill all the conditions for eligibility with regard to age, academic qualification, technical qualification, experience etc.

6. Interviewing the Applicants:
Interviewing is probably the most widely used method of selection. The interview method is followed which requires a person to answer the interviewer generally in a face to face contact to the other person or persons. In this way, the appointing authority gathers more information and that too in a greater depth. Generally, two types of interviews, guided and unguided are
there. In a guided interview, a list of questions is prepared by analyzing job specification. However, unguided interview is ordinarily used in situations other than hiring. After the interview, a list of selected candidates is prepared. The list generally contains more names than the posts to be filled. The list of selected candidates remains valid from 6 months to 12 months. However, there is no guarantee given to appointed candidates from the selection list approved by the selection team.

In Council after scrutinizing the application forms the eligible candidates are directly called for interview. The Executive Officer of the Council who is the appointing authority for all Non-Provincialised posts constitutes a committee consisting of President, 2 councillors, a nominee from the Directorate of Local Bodies Punjab, Municipal Engineer for conducting the interview.

7. Tests:
An employment test is an instrument designed to measure selected psychological factors. In India, the use of psychological and other tests is gaining momentum as a part of selection process. Various ways of classifying psychological tests bring out and emphasize certain characteristics. These can be classified as intelligence tests, aptitude tests, achievement tests, interest tests and personality tests. But in spite of popularity in some countries including India their utility is controversial. If the recruiting agency makes use of these tests appropriately a lot of selection cost can be reduced. However, excessive reliance on such tests can lead to overlooking of more suitable candidates. It should not be considered a final device rather it should be considered as an aid in evaluating the applicants.

However, in Council no written, psychological or any type of test is taken except the typing tests for the candidates applying for the posts of typists.

8. Issuing Appointment Letters:
After the selection the appointment letter is issued by the appointing authority.
It may be mentioned here that medical examination is also a part of selection process for all suitable candidates. The appointment letter is subject to the medical examination.

Another requirement expected of the employees before placement in Council is that they are required to get themselves examined for physical fitness from the civil surgeon of the District civil hospital. The objective is to obtain information on the health of a selected candidate and to ensure that he is not suffering from any contagious or serious disease.

9. Placement:

Once an applicant has been recruited by an organisation and becomes a part and parcel of the workforce, it becomes the duty of a department to place him in the right job. In fact, the question of placement becomes more important when two or more positions are available to a selected employee. For most of the employees, a placement is a decisive and important step but from the point of view of organisation it is an experiment to observe how he fits into that position.

Staffing process is not deemed to be complete with the selection of the candidates. The selected candidates have to be assigned to the jobs according to their choice and responsibilities. This process is known as placement, and proper placement of candidates is of considerable importance to an organisation. It has been pointed out that placement is the process of putting right persons on right jobs to avoid all misplacements and likely displacements.23

The Council does not seem to be much aware of the importance of placement in the staffing process. During informal discussion, it was found that the work was allotted to them without ascertaining their choice or capabilities.

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In many cases, it was observed that the employees did not know as to what was expected of them on the job.

6.3.2 Deputation:
Borrowing of services of employees by one department from other departments constitutes one of the most commonly used sources of recruiting the personnel. This source is popularly known as deputation. In fact, the tendency of lending the services of officials from various Government departments in the State is increasing.

Deputation of officials from Government departments can, however, save institutions from the difficulty of securing the services of suitable and reliable persons. Moreover, the management themselves prefer the system of deputation of Government employees, because it enables them to smoothen the relationship between their organisations and the State Government. There is another aspect of the practice of deputation which deserves attention. This practice is a boon in disguise for bureaucrats, since; it provides rapid opportunities to officials in the parent departments for promotion.24

The reliance of the Government departments on the State Government in the matter deputation of personnel can be seen from the fact that Government departments have, by and large, failed to attract efficient and competent body of managerial personnel, because the posts do not provide much scope for personal growth and career development.

Deputation of officials from other departments is found to be one of the most convenient methods for the Municipal Council S.A.S. Nagar as it saves it from the hassles of recruiting fresh candidates. Thus, the administration itself prefers the system of deputation of employees. However, no policy is followed for borrowing employees. The employees are borrowed from different

departments from time to time depending upon the need. The following employees have been received by the council from 1995 to 2008.

Table 3.6
Officials Received on Deputation (1995-2008)

<table>
<thead>
<tr>
<th>Sr.no.</th>
<th>Name of Official</th>
<th>Place from where deputed</th>
<th>Total stay in Council</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>2 Section Officer (Junior Engineer)</td>
<td>Punjab Sewerage Board</td>
<td>1996-1999</td>
</tr>
<tr>
<td>3</td>
<td>2 Asst. Municipal Engineer</td>
<td>Punjab Sewerage Board</td>
<td>1997-1999</td>
</tr>
</tbody>
</table>

Table 3.5 shows that the period of stay has varied from one deputationist to the other. Of the total four employees deputed, one employee stayed for three years and the rest stayed for not more than two years during 1995-2008. It indicates not only lack of proper planning on the part of the council but also lack of uniformity and inconsistency in the policy regarding receiving employees from other departments.

During informal discussions it was found that the employees have developed resentment against the system of deputation in the Council as deputationists’ block their chances of promotion. Moreover, they have to work under such employees who have no knowledge of the work of the Council and these deputationists come for a short time period so neither they show any interest in learning things nor they develop a sense of loyalty and belongingness towards Council.

6.3.3 Promotion:

Promotion is yet another method of recruitment. It is the process of filling up vacancies from within from a given position to a higher grade involving a change of duties to a more difficult type of work and greater responsibilities, accompanied by a change of title and usually an increase in pay.²⁵ Promotion is the least expensive source of employment vis-a-vis direct recruitment. As such,

this method has an edge over the direct recruitment method. It is opined that as a result of this method the morale of the employees in general is raised because the employees are thereby given concrete evidence that they are preferred over outsiders when vacancies occur. It has also been remarked that this type of policy is advantageous to the organisation, because it has already made a certain training investment on its employees. It will also try to get the best possible return from this investment by utilizing the services of its personnel in the highest possible positions.

The recruitment and retention of well-educated, ambitious, capable and talented persons in an organisation depends to a great extent on the conditions of service e.g., pay scales, and promotion. Adequate inbuilt promotional opportunities help to a great extent in achieving this objective. Promotion programmes are, in fact, one of the most important aspects of human resource management meant to keep the employees contented, disciplined, and efficient to help retain men of potential ability in service. It serves as a source of inspiration for hard work among employees. Thus, promotion has an in-built motivational value, as it elevates the status and power of an employee within an organization.26

Basis of Promotion:
Promotion is a double-edged weapon. If handled carefully, it contributes to employee satisfaction and motivation. If mishandled, it leads to discontentment among the employees. Thus, it is the responsibility of management to lay down a sound policy and ensure its implementation. The policy of promotion should be clear about the percentage of posts to be filled through promotion and the basis on which promotion has to be made. Generally, there are following basis of promotion in India-

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Seniority Basis:
Seniority or the length of service of the employee is first and the most common basis of promotion. It is the traditional and generally accepted criterion for promotion of the employees. According to this employee who has the longest service to his credit is entitled to the promotion.

According to Dr. Finer, "It is automatic, avoids the need for making distinctions between one person and another, of placing the young over the old, of measuring the responsibility for the result of the promotion."27

Generally, it is regarded as a fair system and acceptable one. It is accepted because it provides everybody an opportunity for promotion in turn and helps in keeping the morale of employees boosted as they are sure of promotion at their own turn. Thus, it avoids outside pressures and the impartiality.

It is an automatic system of promotion and saves the time and energy of the authorities to choose the persons for promotion as senior man is more experienced. Hence, more experienced person comes to higher level position.

Merit Basis:
As against the principle of seniority, there is principle of merit which stresses the system of making promotions on the basis of merit or capabilities of the employees. The Ridley Commission (1886-90) in its report dealing with lower division clerks stated: "We think that routine promotion by seniority is the great evil of the service, and that it is indispensable to proceed throughout every branch strictly on the principle of promotion by merit, that is to say, by selecting always the fittest man, instead of considering claims in order of seniority, and rejecting only the unfit."28

The system of merit recognises and rewards the meritorious work, extra competence achievement and initiative. It generates greater motivation

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27 Quoted in Edwin B. Flippo, op. cit, p.238
and encourages the employees to work hard so that they may get an opportunity for advancement in the organization and do not have to wait merely for their turn for promotion. Competent employees are likely to be retained instead of being lost in the organization.

Generally, the merit of the individuals is determined through three methods—service records or efficiency records, personal judgement of the appointing authority and examination. Service records and the personal judgment of the appointing authority are the two methods in which the head of the department gives his judgement on the conduct and efficiency of the employees. Good judgement depends on three things—the capacity to make good judgment; the freedom of action employed by him; and his good intentions. Thus, the subjective elements may creep in these methods as the head of the department may favour or disfavour an employee on personal and other extraneous considerations.

The examination method may eliminate favouritism, corruption and arbitrary promotions. It is argued that this method is quite objective and relieves the promotion-making authorities of the troublesome responsibilities of making selections. However, examination is not a sure test of the personality of an employee. An intellectually superior person may not be a man of initiative, tact and judgement which cannot be judged by written examination. Moreover, memorizing the details or learning new things is generally not possible for older employees.

Although the principle of merit is advocated widely for making promotions, in India, no criteria of promotion are adopted uniformly and not all the posts are filled by promoting officials from lower posts. But almost all the high posts are filled up through promotion, while other posts are filled up by direct recruitment. As far as the principle is concerned, by and large seniority-cum-merit is the governing principle of promotion in India.
In Municipal Council S.A.S. Nagar, (Mohali) the employees of Non-Provincialised cadres are promoted by the Council under the Punjab Municipal Services (Recruitment and Condition of Services) Rules, 1975. Under this 50% of the posts are to be filled through promotion and the employees are promoted on the basis of their seniority i.e. the qualification required and minimum time span for promotion (See Annexure-IV). The President along with the Executive Officer is responsible to maintain a list of seniority. On the basis of seniority and the availability of vacant posts at the next levels, the President recommends employees for promotions to the Director of Local Bodies, Punjab. Thus, employees are promoted after his approval.

As far as the promotions of Provincialised cadres is concerned, 50% of the posts are to be filled through promotion in a Municipal Committee under the Punjab Municipal Services (Recruitment and Condition of Services) Rules, 1975. The employees are promoted on the basis of their seniority i.e. the qualification required and minimum time span for promotion as mentioned under the above said rules (See Annexure-IV). The Secretary, Department of Local Bodies, Punjab is responsible to maintain a seniority list of Provincialised posts of all the municipalities throughout the state. On the basis of the recommendations given by the selection committee consisting of the Director, Department of Local Bodies, Punjab, along with the Deputy Director and Secretary of the Department, the employees are promoted keeping in view the availability of vacant posts at the next levels.
Table-3.7
The Number of Officials (Provincialised and Non-Provincialised Cadres) Promoted (from 1995 to 2008)

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</thead>
<tbody>
<tr>
<td>Peon(IV) to Clerk(III)</td>
<td>03</td>
<td>02</td>
<td>01</td>
<td>02</td>
<td>03</td>
<td>01</td>
<td>02</td>
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<td>03</td>
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<td>03</td>
<td>01</td>
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<td>12</td>
</tr>
<tr>
<td>Fireman(IV) to Sub Fire Officer(III)</td>
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<td>02</td>
</tr>
<tr>
<td>Clerk(III) to Junior Assistant (III)</td>
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<td>02</td>
<td>02</td>
<td>--</td>
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<td>--</td>
<td>--</td>
<td>06</td>
</tr>
<tr>
<td>Total</td>
<td>03</td>
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<td>04</td>
<td>03</td>
<td>05</td>
<td>03</td>
<td>01</td>
<td>07</td>
<td>03</td>
<td>01</td>
<td>01</td>
<td>01</td>
<td>03</td>
<td>01</td>
<td>20</td>
</tr>
</tbody>
</table>

Provincialised Posts

| Section Officer (III) to Asst. Municipal Engineer (II) | 01 | 01 | 01 | 02 | 02 | 02 | 02 | 02 | 02 | 02 | 02 | 02 | 02 | 02 | 04    |

From Non-Provincialised to Provincialised Posts

| Clerk (III) to Inspector (III) | 01 | 01 | 01 | 04 | 03 | 01 | 01 | 07 | 03 | 01 | 01 | 01 | 01 | 01 | 02    |
| Grand Total                   | 03 | 02 | 01 | 01 | 04 | 03 | 01 | 01 | 07 | 03 | 01 | 01 | 01 | 01 | 26    |

It can be inferred from the Table 3.5 that of all the employees (430) of Provincialised and Non-Provincialised cadres only 6% (26) employees were promoted during 1995-2008 and no employee was promoted after 2005.

Further analysis of the data indicates that most of the promotions 4.6% (20) took place in Non-Provincialised cadres from peon (class IV) to clerk (class III), 0.9% (4) employees were promoted in Provincialised cadres from Section Officer (class III) to Assistant Municipal Engineer (class II), while a very few employees 0.4% (2) got promotions from Non-Provincialised to Provincialised cadres.

As far as the employees views regarding the system of promotion in Council is concerned, they do not appreciate this system as there have been undue delays in the promotion of eligible incumbents. During discussions it was found that nearly 42 per cent of employees claimed that their chances of promotion seem bleak even after fulfilling the criteria for seniority as non availability of next higher level positions poses hurdle in their promotion.
Secondly, the confidence of the employees is shaken when undue favours are shown to other employees. Mainly such favours and pressures are from political leaders say MLAS’, MPS’ and ministers. This is also harmful for the morale of the employees of the organisation.

The following question was asked to employees to know about the use of pulls and pressures in promotion.

Do you agree that in matters of recruitment and promotion pulls and pressures are used?

i) Strongly agree  iv) Slightly

ii) Considerably  v) Strongly disagree

iii) Moderately

**Table-3.8**

**Use of Pulls and Pressures in Recruitment and Promotion**

<p>| | | |</p>
<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>30</td>
<td>69.7 %</td>
</tr>
<tr>
<td>Considerably</td>
<td>06</td>
<td>13.9 %</td>
</tr>
<tr>
<td>Moderately</td>
<td>04</td>
<td>9.3 %</td>
</tr>
<tr>
<td>Slightly</td>
<td>02</td>
<td>4.7 %</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>01</td>
<td>2.4 %</td>
</tr>
<tr>
<td>Total</td>
<td>43</td>
<td>100%</td>
</tr>
</tbody>
</table>

Table 3.6 shows that of the total 43 respondents the majority of employees 69.7% (30) strongly agreed that various pulls and pressures are used in recruitment and promotions in the Council, while 13.9% (06) considerably, 9.3% (04) moderately, 4.7% (02) slightly and a very few of them 2.4% (01) strongly disagreed that such pressures are used.

In fact, promotion on the basis of seniority alone is not considered as a sound system of recruitment. It ignores merit and ability of employees. It is opined that excessive emphasis on seniority, however may violate employees’ attitude about the right way of getting ahead. In other words, it acts as a constraint in the development of high standard of performance. Employees
would not find it worthwhile to do their best because time would push them up in the ladder of privilege and position. In this context, it is insisted that promotion be treated as reward to encourage those employees who make a successful effort to increase their knowledge or skill and who maintain a high level of productivity. The present method adopted by the Council lacks fairness and equity among employees for the successful functioning of the organisation.

6.4 TRAINING:
The concept of training refers to processes that lead to the development of human resources in an organisation so that they may assume a higher order of assignment. Training refers to imparting of specific skills, abilities and knowledge to an employee. It is an attempt to improve current and future employee performance by increasing an employee’s ability to perform through learning, usually by changing the employee’s attitude or increasing his or her skills and knowledge.29

According to S.B. Bapat training comprises of four elements, these are:
(i) Training means importing of inter-relations knowledge essentially of a specialised or professional nature.
(ii) It involves the teaching of techniques which requires the coordinated handling of tools and appliances and physical faculties rather than ideas.
(iii) It entails the formation of mental and physical habit patterns to ensure that the same stimuli would always produce the same automatic response.
(iv) Training also implies that what the good gardener does to the growing sapling.30

Thus, training is a method of developing capabilities in human body for not only maintaining the system in which the functionary is working but also enables an individual to use all resources, structures, processes and life

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chances for achieving his own as well as system's aims and objectives. To be more specific, training is a strategy to meet the life's challenges and problems. On the whole training is education and knowledge of system, challenges, problems, and difficulties. Its main aim is individual. The focus is also upon the organisation, structure and processes.

Further, it can be said that training has been resorted to as an activation of human mind and energising the latent faculties in order to enable workers to harmonise with the organisational goals and to perform one's role well within the framework of one's allotted tasks and responsibilities. In other words, work place professionalisation in its expensive sense is the focus of training which complements and completes the process of education initiated earlier in academic institutions, colleges, universities and other centers of higher learning. Training also sharpens the edge of experience by relating the relevance of past work ways to future demands and individual work life to the wider organisational purpose.

In Municipal Council, S.A.S. Nagar, (Mohali) there is no provision of imparting training to either Provincialised or Non-Provincialised staff under the Act. Thus, no formal plans have been laid out by the Council for imparting training. The only system which is prevailing in all the municipalities throughout the state is sending some selected personnel on some seminars and conferences during their service. Only the Provincialised cadres come under this system. These personnel include - Executive Officer, Municipal Engineer, Asst. Municipal Engineers, Section Officers (J.E.), Superintendents, Accountants, Inspectors, Assistants, Stenographers, Sanitary Inspectors, Fire Station Officer, Draftsman.
Table 3.9

The Number of Officials who Attended Seminars and Conferences from 1995-2008

<table>
<thead>
<tr>
<th>Sr no.</th>
<th>Number of Officials</th>
<th>Topic</th>
<th>Time Period</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Executive Officer(1)</td>
<td>Two days seminar on improving Administrative Development at CRRID, Chandigarh</td>
<td>22.5.1997 to 23.5.1997</td>
</tr>
<tr>
<td>2.</td>
<td>Municipal Engineer(1)</td>
<td>Five days seminar on strengthening roads in Punjab at Institute of Engineers, Chandigarh</td>
<td>02.09.1999 to 06.09.1999</td>
</tr>
<tr>
<td>3.</td>
<td>Asst. Municipal Engineer (S.D.O) (2)</td>
<td>Two days conference on enhancing water resources at Institute of Engineers, Chandigarh</td>
<td>17.03.2000 to 18.03.2000</td>
</tr>
<tr>
<td>4.</td>
<td>Section Officer(J.E.) (2)</td>
<td>Three days seminar on rain water harvesting at ICSSR, Chandigarh</td>
<td>26.10.2002 to 28.10.2002</td>
</tr>
<tr>
<td>5.</td>
<td>Sanitary Inspector(2)</td>
<td>Two days seminar on solid waste management at State Urban Development Authority, Chandigarh</td>
<td>18.11.2003 to 19.11.2003</td>
</tr>
<tr>
<td>6.</td>
<td>Inspectors (2)</td>
<td>Two days seminar on tax collection at State Urban Development Authority, Chandigarh</td>
<td>09.01.2005 to 10.01.2005</td>
</tr>
<tr>
<td>7.</td>
<td>Asst. Municipal Engineer (S.D.O) (2)</td>
<td>Two days conference on concrete roads at Institute of Engineers, Chandigarh</td>
<td>28.06.2006 to 29.06.2006</td>
</tr>
<tr>
<td>8.</td>
<td>Superintendents(2)</td>
<td>Four days seminar on Right to Information Act at CRRID, Chandigarh</td>
<td>03.01.2007 to 07.01.2007</td>
</tr>
</tbody>
</table>

Table 3.7 gives a clear picture of the officials who attended various seminars and conferences during 1995-2008. These officials are at the levels of Executive Officer, Municipal Engineer, Assistant Municipal Engineer (S.D.O), Section Officer (J.E.), Sanitary Inspector, Inspectors and Superintendents. Mostly these seminars and conferences were on the topics of administrative development, strengthening of roads in Punjab, enhancing water resources, solid waste management, tax collection, Right to Information, which are part of the day to day functioning of municipal bodies and all the officials at these levels throughout the state take part in such seminars and conferences.

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Along with these seminars and conferences, seminars are also organised for enhancing knowledge and skills in managing urban affairs for councillors. Around 26 councillors during their term (2000-2005) attended a two days seminar on solid waste management from 13.02.2003 to 14.02.2003 at CRRID, Chandigarh.

Department of Local Bodies, Punjab is responsible to organize seminars and conferences in Punjab. For this, every year 2.8% of the budget is allocated to institutions like CRRID, Institute of Engineers, ICSSR and State Urban Development Authority for organizing such seminars and conferences.

The seminars and conferences organised by CRRID, Institute of Engineers, ICSSR and State Urban Development Authority help personnel in updating their knowledge and enhancing their skills. But it has been observed that the Government has not been making adequate provisions of funds for such training programmes. Besides, training resources are not distributed on any rational or equitable basis. There is an urgent need for enhancing total expenditure for the development of training programmes by the Government.

However, there is no provision of allocating money for developing training programmes under the budget of the Council. The only provision is giving traveling allowance to officials attending seminars and conferences under the establishment head of the budget.

At present, the employees who attend such seminars and conferences are not been given any incentive by the way of promotion, advancement, increment etc. As a result, the trainees themselves feel reluctant in evincing any interest in training programmes and later on applying the newly acquired skills to their job situation. So, due weightage should be given to employees for attending specific number of seminars and conferences, while promoting them from one grade to another or from one post to another. This would provide motivation to learn more during the training courses.
6.5 STAFF MANAGEMENT RELATIONS:

A harmonious employer-employee relationship is essential for the effective functioning of every organisation. Since organisations consist of groups of human beings, each of whom is activated by varying motives, no administration can fulfill its obligations if it is not supported whole heartedly by the employees at all levels. The harmony should be like musical instruments in an orchestra. Mutual respect and understanding go a long way in promoting the objectives of the organisation. It is vital that in the running of an organisation, a correct and proper relationship should exist between the employer and the employees. It is not only that the employers should safeguard the interests of the employees, but the employees should possess positive attitude and identify with the objectives of the organisations. Therefore, integration between employees and organisations is really the crux of the effort to improve efficiency and to ensure optimum utilisation of resources.

With the objective of improving the efficiency through harmonizing employer-employee relations it is essential to have employees unions. Employees unions are nothing but the organisations of employees formed to promote and protect their interest through collective action. A staff union is a continuing, long term association of employees, formed and maintained for the specific purpose of advancing and protecting the interest of members in their working relationships with the employers.31

According to Stahl, “unions make it possible for employees -
1) to express their point of view to the management as whole;
2) to secure real opinions of the employees and
3) to provide an outlet for natural social aspirations of employees.”32

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32 Quoted in Raymond J. Stone, Human Resource Management, John Willy and Sons, 1995, p.415
Objectives of Staff Unions:
1) to ensure that work is assigned to employees for which they are fit;
2) to ensure compensation for work is given according to the nature of job;
3) to see minimum wages are paid to employees;
4) to see that provisions for adequate retirement benefits are sufficient to fulfill the employees needs for the rest of life;
5) to fight for the provisions of adequate working conditions;
6) to improve human relations within the government organizations.

In Municipal Council S.A.S. Nagar employees unions are formed under Act Trade Union Act, 1926 and these are registered with Labour Department, Punjab. There have been two unions of clerical staff, one union of class iv employees and two unions of sweepers in the council. They have 18, 22 members respectively in unions of clerical staff, 47 members in union of class iv employees and 56, 61 respectively in unions of sweepers. Generally, the person holding the majority of maximum members becomes president and he holds this position for a year.

During 1996-2008 the council has seen 2 strikes of sweepers unions-first strike was initiated by them in 2002, when the council introduced the system of outsourcing of sanitary services in the city. The strike stayed for approximately 20 days. But their demand was not considered by the council and the system was implemented despite resistance. Second strike was initiated in 2005, when a councillor gave some derogatory statement regarding the caste