

## CHAPTER I

### INTRODUCTION

Public administration in India has travelled a long way off from the law-and-order and regulatory days of the pre-Independence past. It has acquired a new charter of more positive and dynamic functions. The functions have proliferated beyond all precedent - in number, magnitude, vigency and tempo - and have reached a new height in their dynamism and universality. They have to be carried out in a turbulent environment of rapid technological change and explosive expectations of the people.

If the philosophy and practice of administration have undergone a radical change, so also its operational technology has to. Over-reverence to archaic rules and procedures, blind devotion to precedent, distrust - all these should give way to an attitudinal revolution aimed at an action-oriented administration concerned with achievement of definite programmatic goals.

But, not only the operational technology needs restructuring, the administrative personnel have to be enthused with a vibrant commitment towards development objectives. For this they must remain well motivated and in a high state of morale, with a forward looking approach, equipped professionally for better efficiency and greater effectiveness.

There has been a rich crop of investigations and reports on public administration before and after Independence. Their main focus was not however on public personnel administration. Recently, however, the Administrative Reforms Commission has gone into this

aspect in depth and in extenso. Its report deals with the diverse aspects of the problem and its recommendations have no doubt far-reaching significance affecting almost all the public service. But personnel administration is a vast field bustling with complex and changing problems and no report at any point of time can suggest a final solution to all the problems in the sense of an all-time cure. Research and study have therefore to be a continuous process in the field of personnel administration.

An aspect of the personnel administration sadly neglected, and at terrible cost, is that concerning morale and motivation in services. But, before attempting solutions, one should know what the problems are. In other words, some empiric studies should be made. Strangely enough, here is a fascinating field where hardly, if any, such study has been conducted in the Central Secretariat.

The present study is a limited beginning in this respect confined - compelled by constraints of time and resources - to a small fragment of public services, the Section Officers of the Central Secretariat. The conceptual framework within which the study has been made is discussed in chapter II. Chapter III outlines the purpose of the study and the methodology adopted. The respondents belong to an organised service, the Central Secretariat Service, and some details about this service would be of relevance. These are given in Chapter IV. The results of the study, based on the structured Questionnaire (Appendix) filled by the respondents, are discussed in the succeeding chapter. The last chapter deals with certain conclusions and reflections.