CHAPTER 7

HUMAN RELATIONS
IMPORTANCE OF HUMAN RESOURCES

An organisation, whether formal or informal, large or small, is composed of people - the human resources - who come from different walks of life and who are different from one another in their psychological make up. Human Relations consists of total knowledge, skills, creative abilities, talents and aptitudes of an organisation's work force, as well as the values and attitudes and beliefs of the individuals involved in it. They are the sum total of inherent abilities, acquired knowledge and skills represented by the talents and aptitudes of employed. (1)

Human beings differ from one another in their basic mental abilities, personality, motor abilities, interests, skills, intelligence, attitudes, aspirations, energy, education, qualifications, training, experience and behaviour. No wonder, "The wonder of wonders is Man, who has infinite capacity to think, to develop, to create, to invent, to feel, to love to give, to kill to respect and to hate, analyse or destroy." Because of their traits or qualities, human beings are complex in their behaviour and in their psychological make up, and when they interact with one another in group or an


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organisation, this complexity is multiplied. The performance of human beings and their behaviour when engaged on a particular job is influenced by intangible psychological and social factors, such as family breeding, education, personal likes, dislikes, emotions, job conditions, welfare facilities and privileges available to them while at work, recognition of their work, the wages or salaries they receive and above all job satisfaction and the material rewards or punishment they receive.

Human beings have to be handled with great care by the Personal/HRD manager, who should be expert in the art of what is usually called "Human Relations". A knowledge of the people, their urges and behaviour is the first step in developing "Human Relations". In the words of Mee, "Human Relations are the medium through which both employees and the company mutually co-operate for the maximum satisfaction of the economic, social and psychological wants of the people, having relation with an organisation which has the objective of increasing productivity."(1) The Human Relations are concerned with greater satisfaction to the individuals and higher productivity to the organisation.


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CONCEPT OF HUMAN RELATIONS

During early fifties the term Human Relations was identified with the happiness of the workers at work and the Human Relations principles were enunciated with the ideas of winning friends and influencing people. Different pioneers looked at the problems of human relations from different angles. Management to date has realised that approach to working with people must be effective. If the workers do not respond to human relations processes such as co-operation, participation, it would become difficult for the organisation to achieve its targeted goals. Human Relations is a systematic, developing body of knowledge devoted to explaining the behaviour of individuals in the working organisations. (1)

Today Human Relations has gained its importance and is recognised as a separate discipline. Management at all levels has realised that they will not be able to achieve the objective of an enterprise unless they improve their relations with their own employees and lead them properly so that they are motivated to discharge the social responsibilities of an enterprise. It has also been realised that the people not only want job opportunities to meet their psychological needs but as employee they also wish to fulfil their social,  

egoistic and safety needs and maintain a standard of living which will enable them to live in a society with status and dignity. The people activities, interactions and sentiments ultimately produce the real/emergent behaviour which determined the organisational growth and development of the participants and their moral.

In the opinion of Mac Farland, "Human Relations is the study and practice of utilising human resources through knowledge and through an understanding of the activities, attitudes, sentiments and interrelationships of people at work."(1) Whereas, Davis observes: "Human Relations is an area of management practice in the integrating of people into work situation in a way that motivates them to work together productively, co-operatively and with economic, psychological and social satisfaction.(2)

Human Relations are very important because of the many problems and conflicts which regularly plague the employee in an organisation. " The purpose of human relations concept is not enabling to discover clever techniques for winning friends and influencing people


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through personality development, nor to enabling to manipulate people as though they were puppets but to assist them in working more efficiently and effectively with other people in organisation.

Keith Davis, at another place says, "It is the study and application of knowledge about human behaviour in organisations as it relates to other system elements. Key elements are: people, structure, technology and the external social system. It seeks to improve people organisation relationships in such a way that people are motivate to develop team work that effectively fulfill their needs and achieve organisational objectives. The administrative system integrates the social system (Individuals and groups) with the technical system for improved human results."(1) In short it can be concluded that Human Relations is an art of getting along with people either as individuals or as a group. It is the study of the practical attempts to achieve the two separate goals:

- greater productivity at work and
- greater human satisfaction with the organisations.

A man is not satisfied only with his bread and butter alone, as soon as the economic necessities of men

are satisfied they want to rise above the bare subsistence level. As a member of society every man wants to have a useful place which gives rise to the recognition for the satisfaction of the need structure of the human being. Men positively look forward to have some status in society. Prestige is another major factor which plays an important role in the behaviour pattern in men. Men want money so that they can acquire prestige in society. Often prestige is more stronger than the acquisition of money. Man of influence will sacrifice any amount of money to become elected as a "Mayor" of the city corporation whereas no enmolments are attached to the position. A man submits to a leader who can help him to attain his objectives. By and large the people as the member of a group submit to discipline and are anxious to preserve a social equilibrium because they recognise that without discipline a society degenerates itself into a rabble. A man also wants to feel secure from starvation, from accidents, from thefts and from unemployment.

Day by day a man is anxious to add to his knowledge, acquire experience to broaden his experience, and however, humble his position may be a society he loves to think that he has a useful place in it. Every individual needs four things to start chase in.
i) Response ii) Security iii) Recognition iv) New Experience. The importance of interaction of the people at work, wherein the workmen elaborated with the management and extended their co-operations towards achieving the organisational objectives.

HUMAN BEHAVIOURS AND UNDERSTANDING PEOPLE

In order to understand the people, one must know about the fundamentals of human behaviour. This knowledge helps the manager to know why people behave as they do? Why do they want? Why do some have high ambitions and others do not have? What drives people to action? The behaviour of any person partly depends on what he feels and thinks about himself. The image that he has got himself may not be true. But it is important because his actions are, most of the time, the result of his own self image.

Human behaviour in an organisation deals with a set of fundamental concepts revolving around the nature of men and the nature of organisation. With regard to man there are four basic assumptions.

a) Individual differences.  b) The whole person.
c) Caused Behaviour (motivation)  d) Human Dignity.
a) INDIVIDUAL DIFFERENCES

People have much in common but each person in the world is individually different. He is the unit of feeling of judgement and of action.

b) THE WHOLE PERSON

We don’t employ a person’s skill and brain but the whole person. His skill does not live separately from his background and knowledge. His life is not totally separate from his work.

c) CAUSED BEHAVIOUR

A normal human behaviour is caused by a person needs. Therefore, behaviour is influenced by motivating a person to fulfil his needs as he sees them. Management has two ways to motivate a person - that the desired action will increase his need fulfilment or that he must follow a course of action to avoid a decreased need fulfilment. Employees knows that the management controls, the means of his need fulfilment i.e. promotions, praise and prestige, even pay.
d) HUMAN DIGNITY

Everyone however, simply craves for proper respect and recognition of his unique aspirations and abilities. He is a separate personality and has a right to grow.

It is important for the management of Food Corporation of India to keep the aforesaid needs of the employees into considerations and all efforts be made to develop Human Relations in the Organisation to such an extent that it becomes useful both for the management and the employees in increasing the productivity and targeted goal accomplishment.

HUMAN RELATIONS IN FOOD CORPORATION OF INDIA

The public sector occupies a predominant position in the economy of the country employing huge resources, highly trained manpower, scarce capital to meet the expectations of the society. There is a tremendous challenge before the public sector which can be met if we have with us trained managerial cadres, a generation of class who are not only intelligent and well backed with management concepts but also enthusiastic and full of ideas to bring about new styles of management and to develop good harmonious human relations with subordinates/worker.

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There is a complete absence of effective human relations programme in FCI and it is creating hindrance in improving employee morale and motivation, where as human relations programme should attempt at improving employee morale and motivation through an improved three way communications and through employees participation in the decision making process. Further there is a need of the day to develop an improved understanding of the problems of the employees in maintaining co-ordial relations in achieving the goal accomplishment.

Developing and maintaining harmonious human relations is a two-way process. It depends not only on the responsiveness of the employees but equally on the responsiveness of the management. It is the responsibility of the management to create such conditions in which human relations may be improved and harmonised. The responsibility for breaking the vicious circle is exclusively that of the management even to serve their own ends. If the work force or the unions are not responsive the relations are not co-ordial, therefore, the efforts of interaction from the management side becomes all the more important and necessary.

a) In Food Corporation of India there is a need to maintain better human Relations and inorder to achieve its objectives there is a need for greater
involvement and participation of work force and mangers in the undertakings.

b) The management team should also be rewarded for making the organisation profitable with higher productivity and capacity utilisation.

c) Managers and middle managers in undertaking should also learn to lead than to manage or to direct rather to control and thus to polymerise the efforts of the workforce resulting in a cohesive force.

d) Managers should create an atmosphere, so that work force is motivated for honest and sincere efforts and the WILL to work and the SKILL to work is integrated to effective and efficient "Team Efforts."

In FCI Human Relations should be cultivated and practised by the management or a supervisor with his subordinates. The concept of Human Relations required to be ensured that the fundamental rights should not taken away from the individual for the simple fact that he is gainfully employed. Human Relations are important in Food Corporation of India because they explain why are man works harder than another ? Why are employee quits his job ? Why one group goes on strike and another does not ? Motivation is the unifying concept of Human Relations. Individual effectiveness depends to

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a considerable extent upon the physical and mental efforts and abilities of those who manage and perform the productive operations with human energies, skill and knowledge.

In order to improve and maintain good and harmonious relations climate in FCI, the efforts should be made for an adequate understanding of subordinates' behaviour on the job and of their private lives and backgrounds. This will certainly help in motivating the employees.

- Managers should treat their subordinates with dignity and respect. This approach certainly tends to foster loyalty, reduced turnover and will enable employees to feel that their jobs are important.

- Managers should not be afraid of relatively mild complaints from their subordinates. These complaints often serve as "safety valves" and help to prevent a more serious eruption later on.

- While establishing rules for the employees, managers should adopt a positive approach.

- Managers should not be afraid to share responsibility, for it helps to develop and prepare subordinates for more positive positions.
Managers should be sincerely interested in their subordinates i.e. they should be human.
Managers should lead as they want to be lead by setting examples for their subordinates. People tend to follow when they are led properly.
Managers should praise them often in public. This would have astounding results.
Managers should have a well-planned communication system so that any changes in the organisation may be known to employees and their view and reactions assessed. Communications here means not only the efficient sending and receiving of messages but also includes sensitivity to the understanding of feelings, attitudes and cognitions of the subordinates.

Fig. 7.1. Illustrates the communication net work task efficiency. Type 1 cover large number of employees and more appropriate for messages of simple repetitive type. Type 2 is more efficient for tasks of coordinative nature. Type 3 is suited to tasks which require building on the idea of the other. Type 4 is meant for complex problems where in unrestricted interaction and interchange of ideas are required.
Type 4 - All Channel
Type 3 - Circle
Type 2 - Wheel
Type 1 - Chain

COMMUNICATION NETWORK TASK EFFICIENCY

Fig 7.1
FACTORS RESPONSIBLE FOR GROWTH OF UNFAVOURABLE HUMAN
RELATIONS IN FCI

The management has totally ignored the employees' cause and their welfare since last so many years. The Board meetings nowadays have become battle field for the DIRECTORS to accuse each other to find holes in the system and the top functionaries of the Corporation have strained relationship with the bureaucrats of the Ministry of Food. The result is Corporation in crisis and workers denied their legitimate demands. The Ministry of Food continued its abuse of authority denying autonomy to the Corporation to function within section-6 of the Food Corporation Act. This Corporation is a service organisation with no profit motive, having comparatively much better productivity than the Central Warehousing Corporation. The Food Corporation is capable to export foodgrains at its level on economic cost to reduce subsidy burden and earn foreign exchange. But not allowed. The illegal and unscientific decisions of bureaucrats who are on deputation to this Corporation are reasons for unrest in Food Corporation of India. After IAS/IRS/IPS/Clutchches, now culture of Central Secretariat has also infiltrated in the Food Corporation of India despite being a field organisation.

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I) MISMANAGED PUBLIC SECTOR BY BUREAUCRACY :-

The bureaucrats who are on deputation to this Corporation are the main cause of mismanaging the public sector because of their limited tenure and they do not inculcate the sense of belongingness with the Enterprise. Bureaucracy in its pure form is more a model and is difficult to translate into practice. Amongst the commonly known of such dysfunctions are rigidity, red tapeism, impersonality, displacement of goals, buck-passing, empire building, heavy cost of control and growing tensions and anxiety. As the organisation grow in size and complexity, certain structural distortions also start coming to light. The bureaucratic system and procedures also come in the way of production of public sector. Since, the Chief Executives tenure is limited, with the result he tries to score over his predecessors by way of better performance avoiding the industrial conflict and manipulating good relations till the time he is in his chair. Therefore, there is a tendency of lenient errors which hampers the workforce and at a later stage becomes difficult to negotiate with their unnecessary and ungenuine demands.
II) ABSENCE OF EFFECTIVE ORGANISATION DESIGN

Organisation are economic and social entities in which a member of persons perform multifarious tasks in order to attain common goals. The present personnel department of Food Corporation of India overlooks its most essential function namely the development of people through work. This does not mean its present work is unimportant and should be discontinued. On the contrary it will have to be done even more thoroughly and systematically. The Law and order problem, how to avoid strikes and stoppage of work, how people can be developed and how work can be rearranged to facilitate the development has been ignored. The major task is the development of human talent and human energies. Lasting Industrial peace can be achieved in this manner.

III) POOR SERVICE CONDITIONS AT SIGHT

The service conditions of Food Corporation of India are very poor at sight. The employees should not be exposed to unhealthy conditions - overcrowding, poisonous fumes and badly polluted air. Steps are required to be taken to reduce odours, noise, heat, cold and other such annoyances. This is the negative
FIRE EXTINGUISHERS NOT IN WORKING CONDITION
FIG. 7.2

FIRE BUCKETS WITHOUT WATER AND SAND
FIG. 7.3.
WORST CONDITION OF TOILETS IN REGIONAL OFFICE (HARYANA)

FIG. 7.4

WORST CONDITION OF TOILET IN REGIONAL OFFICE (HARYANA)

FIG. 7.5
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aspect. The employees working in Regional Office, Haryana are exposed to unhealthy conditions due to badly polluted air, noise, heat, cold and toilets. Sufficient space is not provided to the employees for the day to day work, inadequate furniture’s, almirahs, and no alternate arrangement for dim light or blackout. The positive aspect is that sitting arrangement, adequate furniture, space, toilets, noiseless, odourless, proper aeration / environment alongwith congenial and harmonious industrial/human relations should be designed well and the work place should look cheerful and invigorating. Work should not involve any unnecessary hazards and employees should not be exposed to unhealthy conditions. Above all there is no security arrangements to the precious lives of employees of this office in case of fire or any mishap as in the case of buffer godown Panipat and District Office Karnal. Fire extinguisher are not properly placed/checked. The buckets placed for this purpose are without water and being used as dustbins. Fig. 7.2 to 7.5 illustrates the picture view of the same.
IV) ABSENCE OF MOTIVATION

If we look from the Eastern point of view, we have the work "Karma" or "Dharma" which approximately have the same meaning as motivation. Basically, motivation means how to convert a negative into a positive attitude. What may motivate one may not motivate other since needs and priorities of employees are not similar. It is for the employer to find out the right way that could make workers more productive.

In modern organisation like FCI there is a definite necessity for satisfying a man's egoistic needs such as need for self confidence, self esteem, competence, status, recognition, appreciation and feeling or achievement that we are doing worthwhile job and that our friends, relative and colleagues also feel that we are worthy of status and position which we enjoy in society. These needs particularly relates to the philosophy of human dignity. But as the people are motivated with participative management for productivity the realisation of inner self will definitely play an important role in the field of Human Relations. Self motivation by top management, Senior and Middle
managers and supervisors is essential if the persons working under them are to be motivated. The dictum before you motivate others, you must motivate yourself" should not be lost sight of. The management must keep in view the hierarchy of five basic needs as per Fig. 7.6.

V) LACK OF PROMOTIONAL AVENUES

The promotion to the next higher post is based on seniority only and no considerations or weightage is for educated and qualified personnel in the specific field. Also, there is no criteria for the functional specialisation. Under the prevailing circumstances the real talents/ intelligence of the deserving Class III and II employees have to face a severe set back and ultimately decreasing the productivity and development process. Whereas, Class I Officers are getting promotions frequently and on the other hand Class II and III employees did not get even a single promotion in the last 20 years or so. The prevailing system of promotion is like a system of fixing square nail in a round whole and viceversa. There is absence of promotion on merit basis, whereas, this way is important in improving the quality and administrative capability of the organisation. This is especially

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important for highly talented personnel in public service. This system stimulates creative activities. In order to avoid the situation of unhealthy human relations the demand of the employees with regards to time bound promotions should be considered on priority and to introduce a promotion system based on seniority cum merit by introducing a written test so that only highly talented incumbent with outstanding capabilities may come up and FCI may able to achieve its targeted goal accomplishment.

VI CASUAL AND CLANDISTINE APPROACH TO APPRAISAL AND INCENTIVE SCHEME

Managers must realise that the best results are achieved with the co-operation of people. Men no doubt require money but in addition they require many other things such as status, self respect, appreciation, an opportunity to participate and interesting work. There is casual and clandistine approach to appraisal and incentive scheme in the Food Corporation of India. For the last few years an incentive scheme was evolved to cover almost all the categories of the employees. An outline of the Incentive Scheme formulated by the Food Corporation of India is as
follows. The Scheme provides six kinds of incentives. viz.

- Letter of appreciation (not for recording in ACR)
- Letter of appreciation (To be recording in ACR)
- Cash Awards.
- Grant of Advance increment. (Without cumulative effect).
- Grant of advance increment. (With cumulative effect).
- Accelerated promotion.

The proposed incentive scheme is not being implemented in toto and instead of encouraging, it is discouraging the deserving employees and proves beneficiary for those who dislike work/don't work and availed the benefit of maximum OTA beside the benefit of this scheme. Table 7.1 and 7.2 illustrates the complete data of over time earned by employees/labour of FCI with effect from 1990-1996. On the other hand the workers who had shown the remarkable devotion to duty without OTA or any other kind of monetary benefit and over reached the work target within the specified time and their action saved the Corporation from pecuniary loss and also resulted in significant savings have been devoid of the benefit of incentive under the scheme.

Source: Data collected from record of Food Corporation Of India Regional Office, Haryana, Chandigarh.

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### Statement showing the position of OTA for the period 1990-91 to 1995-96

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**Source:** Data collected from the record of Regional Office, Haryana, Chandigarh.
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**Note:** LTC values for different periods.
i.e. the researcher name was repeatedly recommended for the remarkable devotion to duty which resulted into significant savings of the Corporation but he was not given any kind of incentive not even the appreciation for his outstanding performance since 1985 to 1996. Table 7.3 illustrates the complete data in respect of the incentive granted / pending for the extra ordinary work done by the employees during the particular year. Financial Incentive scheme can be useful if it is possible to measure the individual work fairly and accurately and not favourably. It is not advisable to place excessive reliance on financial incentives. It should, however, be ensured that wages and salaries are properly fixed and adequate welfare facilities are provided to maintain harmonious human relations and to avoid industrial unrest.

VII) NO EXISTENCE OF MACHINERY FOR REDRESSAL OF GRIEVANCES

There is no machinery for redressal of grievances of the employees in Regional Office, Food Corporation of India. In paper, it exist but in practice it is out of order. The existence of grievance cell is needed in the modern organisation as it enables employees to express their views on
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**Table 3.3:** Incentive-Cases Approved By Authority
matters of personnel and organisational interest in order to dispel the doubts and fears that have crept in knowingly and unknowingly and pave the way for a smooth human relationship. There is no denying that this practice will create a need for each other in the course of time.

In Food Corporation of India there should prevail a prompt handling of grievances by having a short time bound procedure well known to the employees. In handling grievances, the attitude of persons managing grievances should be co-operative and positive and not negative. Only then the employees will have the feeling that they will be properly heard and justice will be done. In handling disciplinary cases the management should not only be fair but also seem to be fair. Disciplinary procedures should confirm to the principles of natural justice. A corrective and not punitive approach in this respect may be more motivating and goal accomplishment, will produce a benefit, not a threat to those who achieve it. The proper implementation of this machinery will certainly maintain an effective human relations among the employees and employers.

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VIII) NON EXISTENCE OF CLEAR CUT TRANSFER POLICY

There is a lack of clear cut transfer policy of personnel in Food Corporation of India. Which has ultimately give rise to pick and choose policy and favouritism and matter of transfer. Policy with regard to transfer of officers/officials should be crystal clear and there should not be any laxity/deviations of the specified orders issued by the authority. There should be periodical retention/rotation of each employee depending upon their specific cadres should be made within the fixed period without taking into consideration any political/departmental pressure for change/cancellation or kept in abeyance of the transfer orders issued by the competent authority.

As it is fundamentally evident that "change is always good" which helps the employee / employers to attain the targeted goals. This phenomenon is important to each individual because it will certainly assist in improving and using his capacities/capabilities and potentialities to the utmost. With the help of this approach besides maintaining harmonious human relations, the individual
will develop his skill/ aptitudes and proficiency in overcoming the hurdles which the corporation is facing due to faulty transfer policy.

IX COMMUNICATION UNSCIENTIFIC

Food Corporation of India management are taking greater interest in communication but the results are not very satisfactory. The employees generally have a fear that it is dangerous to express their true feelings. It is necessary that the communications are couched in the language which will readily understand by the employees. Communication should be written in very simple and lucid language; they should be persuasive, brief and clear. Proper means of communication of information between the workers and the management are essential to create an understanding of what is going on and to encourage a sense of participation. Communication is a two way flow, upward it means the coming of ideas, comments, reactions, attitudes and downward it consists of the flow of clarifications; interpretations, orders, instructions and policies. Sharing information is important, communication cover all important matters affecting employers - employee relations. Workers can understand their rule better only

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when they are aware of the facts. Management communication is a pre-requisite to employee communication and should therefore, receive due attention. Management communication will certainly help managers to arrive at sound decision. Inadequate information to managers often affects the broad area of performance, because their spans of supervision affect many persons and activities. If the communication process is to function effectively, reciprocal confidence and trust on the part of the members of the organisation is absolutely essential.

A good executive probably creates an impact on the everyday working of the organisation through his gestures, his nods, his smile, his tone, and his facial expressions. Effective communication alone can create, maintain and develop the fund of goodwill and understanding. Managers must learn to understand workers perceptions, expectations and their language, through effective communications so as to maintain healthy human relations in the corporation. Average executive spends nearly seventy percent of his working time in communication - in writing, reading, speaking and listening. In order to streamline communication system more effective in the corporation FCI management should be active communicators.