CHAPTER - 8

CONCLUDING OBSERVATIONS
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Man is a most dynamic animal, with an infinite capacity to think, to create, to develop to discover and invent, to produce, to feel, to love, to dream, to conquer, to master, to achieve, to give, to live, to play, and to do as well as to destroy, to hate, and to kill. His behaviour and conduct is most unpredictable. But above all he is human. He is not a machine. He is not a commodity that can be bought or sold. He is an asset.

Development of man therefore, is necessary not only for physical growth but also for spiritual realisation. A right environment where the individual may grow to his fullest stature and realise his fullest potentialities is all the more imperative. People constitute the wealth of the nation asset of organisations, and multifaceted development of the people will inevitably lead to national growth and prosperity and goal accomplishment of the particular organisation.

As a term Human Resource Development (HRD) has gained wide popularity and as a process it is being adopted in the modern industrial world. It is expected to play a vital role in the corporate strategic development. The real strength of the country and
organisation lies in the development of the human mind and body. Today, most of the larger public and private sector organisations in India are using the techniques and approaches of Human Resource Development to develop their employees for the achievement of organisational goals with individual satisfaction and growth. To cope with the changing world, organisations will have to change their approaches of working through human resource development. The basic philosophy of Human Resource Development can be planned and monitored in ways that may be beneficial both to the individuals and to the organisation. Human Resource is the most important asset in the organisation because all other natural resources can be better utilised by motivated human resources only. The investment of time, money and efforts in it provides fruitful results as the human resource can be developed to an unlimited extent because every human being has endless potentials. "Each human being is born as something new, something that never existed before. Each is born with the capacity to win at life. Each has his own unique potentials, capabilities and limitations."1. Thus it is the responsibility of the management to develop subordinates for the achievement of organisational

goals. Material resources depreciate every year in value but human resources appreciate in value by acquiring greater knowledge, experience and efficiency.

Growth is the need of the time. People in the organisations have very high aspirations and ambitions for their own growth and development. It is the responsibility of the every organisation to create a healthy and congenial atmosphere in the organisation, so that people may give their best to the organisation along with a sense of belongingness, satisfaction and growth. It does not merely focus an employee as individual, but also on other human units and processes such as roles or jobs in the organisation, dynamic units, teams, inter-team groups and total organisations. Human Resource Development is the process of increasing knowledge, skills, capabilities and positive work attitude and values of all people working at all levels in a business undertaking like the Food Corporation of India.

Dynamic people whether in public or private sector can build dynamic organisations. Effective employees can contribute to the effectiveness of the organisation. Competent and motivated people can make things happen and enable the FCI organisation to
achieve its goals. Thus, organisations should continuously ensure that the dynamism, competency, motivation and effectiveness of the employees remain at high levels." Human Resource Development is a continuous process to ensure the development of employee competencies, dynamism, motivation and effectiveness in a systematic and planned way."

Human Resource Development in the FCI is based on faith in the potential inherent in every employee, Given the right job and challenge, the potential manifests itself. The significant improvement is possible only through the people and their active participation, priorities for action crystalised after many rounds of discussions with various levels of employees. The employees seem to see in this a unified purpose behind all their efforts, and have been able to register remarkable improvement. The action plan that was drawn necessarily focuses attention on improving work culture, making optimum use of installed facilities, increasing productivity, generating profits through control of costs and providing better customer service.

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Examples, such as these only go to show that even potential that is rusted or eroded by prolonged periods of disuse can be revived and realised with appropriate action. The negatives of employee's behaviour cannot, of course, be changed completely. Human Resource Development efforts, therefore, have to concentrate on correcting human disfunctionality also. Human Resource Development approaches have to be directed towards helping the individual in becoming aware of his shortcomings and correcting them. When he fails to do so, he should be made to face the consequences too.

In a public organisation like the FCI the need of Human Resource Development is on higher side. The hierarchy is so apprehensive that people at higher levels rarely consider those at lower levels as capable of thinking. The whole system is founded upon a premise of not trusting the capabilities of people below, and building up systems based on suspicion. While checks and balances are always necessary, what is the utility of such approaches which were designed primarily by an alien power which had to govern a much bigger country than itself?

The current stage of training programmes for Executives to reorient them may be a welcome step. But what needs emphasis is the development of culture
of trust and belief in fellow human beings. The spectacular success of the Japanese is founded on this premise and is required in the case of management at higher levels.

It is suggested that among all motivational strategies human relations technique should be considered as a priority. The Human Relations approach generally emphasises concern for the motivator rather than the person to be motivated. Advocates of human relations approach feel a highly productive department is characterised by good human relations. The workers get along well with each other and with the supervisor, they like their work, and they are happy with the organisational establishment. Therefore, the supervisor who follows the human relations approach encourages workers participation in decision making, and allows them to use their creativity and leadership abilities to work towards organisational goals. The quantum of employees are not always necessarily a drag on any organisation. If adequate investment is made in improving the acquired abilities of people, it will enhance the value of human capital and contribute to productivity.
RECOMMENDATIONS

Public Sector Enterprises are the main instruments for initiation and acceleration of the national development processes. The government has taken serious note of it and adopted stringent measures to revitalise these enterprises and close down perennially sick units. Public Enterprises are therefore, under great pressure to make profits and generate surpluses.

Considering that human resource is the most critical asset of an organisation a comprehensive policy and practice of HRD is essential and significant for improving their efficiency. Food Corporation of India being the largest foodgrains trading organisation in India both in Public and private sector need a highly trained and efficient operating staff with fast reflexes to deal promptly with alarming situations.

In regard to HRD concept and framework it has been found that in any organisation, the man behind the machines is extremely important, because the efficiency of even the most sophisticated equipment depends upon him. "Infact, human resource" is the guiding force behind the creation and maintenance of any organisation. While planning, organising, directing,
staffing and co-ordinating are the vital functions in every organisation, trained, capable, Knowledgeable and efficient man power is the pre-requisite for the successful execution of each of these functions." With this realisation, the concept of HRD has become extremely important and critical area of human resource management. 

HRD is a consciously designed programme to bring out behavioural change through improvement in knowledge, skills and attitude of the employees to perform the present or future job effectively and thus to produce the desired results.

HRD is not a training function only. Most of the writers such as Pareek and Rao, Leonard Nadler, Anil Khandelwal , Lallan Prashad and C.S. Venkata Ratnam have discussed the broad view of the concept. According to them HRD Matrix includes many sub-systems such as HRD climate, Performance Appraisal, training and Development, organisation development (OD), Industrial Relations, Reward system etc. Another aspect of HRD is that it is not a mere theoretical concept. It is a professional innovation and as such, its philosophy and system differs from one organisation to another. Therefore, an organisation should adopt a practice of HRD after a careful thought.

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The Corporation has not developed its own HRD philosophy and HRD is associated with training only. The issues of HRD like performance appraisal, development climate, career development, supervisor - subordinate relationships etc are not being followed in FCI. It is necessary for the corporation to adopt a broader view of HRD and should set up a separate HRD department at Head quarters/ Zonal office (North) and at Regional level.

In the present study, the corporation under study still follows the old concept of HRD which is synonymous with training only. Moreover, there exists no clear HRD objectives and its philosophy . It is also found that primarily , HRD which should have been an under current of all activities of the corporation is shockingly poor. On the basis of latest management thinking and present study it is suggested that :

- There should be a separate HRD department in the organisation at the Headquarter/ Zonal office and at Regional level . The Human Resource Development Manager should work as a Human Resource counsellor of the Chief Executive. He should act as a designer, an initiator .

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an implementor and a monitor of various plans and programmes related to HRD. He should be able to develop HRD philosophy of the organisation and getting the top managemet committed to it.

- The corporation should consider the extended form of HRD at the earliest possible, which is quite comprehensive in nature and not related with training function only.
- The corporation should develop its own HRD philosophy and policy.
- The corporation should form clear HRD objectives which must be clear not only to the management but also to the employees
- HRD must be given a place of primary importance in the corporation.
The organisational design in Food Corporation of India deals with its structural aspects. It aims at analysing roles and relationships so that collective effort can be explicitly organised to achieve specific ends. The structural problems like overlapping of activities, clear cut demarcation between line and staff agencies, wide span of control, reporting system and hierarchical levels have not been taken care of. The Senior Regional Manager does not fully share his powers with the Regional Manager and other senior executives (i.e. Dy. Managers). The aspect of participative management is totally absent in the Regional office. The concept of employee’s relations has not been taken care of.

The organisational set up of the Regional office under study conforms to the pattern in which Senior Regional Manager is the Chief Executive and performs multifarious responsibilities such as policy execution, general administration of the region and overall control besides handling the procurement, preservation, storage and movement of foodgrains within the uniform specifications laid down by the government of India.
His Deputy’s, Regional Manager, Joint Manager and Deputy manager’s look after their respective wings of Administration/Finance/Storage/Movement/Quality control /Legal / Civil and Electrical engineering.

The following observations along with recommendations, in regard to organisational set up are noteworthy and must be taken care of:

- The corporation has just one Senior Regional Manager, Regional Manager, and one Joint Manager (A/c’s). Besides multifarious activities, the Regoinal office is having five district offices and 116 storage depot under its jurisdiction. Therefore, there is a need to have atleast five more Joint Manager Viz (Personnel/HRD)/ coordination/ Legal/ Finance and A/c’s/ Engg and Quality Control in order to share the burden at the top level and to stream line and monitor the procurement preservation / storage control and movement of foodgrains effectively and efficiently.
The Senior Regional Manager should take responsibility of the corporation and for its future. If he is to achieve his aim, he simply must keep himself free from day to day problems. He must delegate responsibilities.

As compared to the technical and financial functions, the personnel functions including HRD activities occupies a much lower position. Human Resource planning, development and performance appraisal need special attention.

There is a absence of delegation of responsibility in FCI. The responsibility is one’s obligation to perform the functions assigned to the best of one’s ability in accordance with the directions received from the authority which is some thing that can be fully delegated, but responsibility can only be partially delegated. Responsibility can be assigned to or shared with some one else, but the ultimate responsibility remains with the person who has done the assigning. Appropriate delegation is infact the key to effective management. A good executive trusts his
subordinates, gives them necessary guidance and does not unnecessarily interfere in their work. Subordinates develop best in such an atmosphere. The best way to train people is to give them responsible work.

- There is lack of 'delegation of authority' to encourage juniors to develop handling higher responsibilities.
- There should be clear identification of responsibility limits and there should be avoidance of gaps in delegation of responsibility.
- While assigning responsibility it should be noticed that one function should not be assigned to more than one individual.
- The responsibility which does not contribute to goal accomplishment of the organisation should be curtailed.
- There should be made improvised organisation design and further powers should be delegated at lower levels of supervisors to lighten and smooth functioning of over burden work.
- Accountability is the requirement of answerability for one's performance. The undesirable divided accountability should be curtailed in order to streamline the principle of single accountability.

- The employees are not encouraged to take initiative and are not allowed to do things on their own whereas, their subordinates should be consulted and encouraged to put forth their suggestions.

- Job rotation exercise is very rare in the corporation and it does not facilitate employees development. The efforts should be made at job rotation and change in designations, which will have a positive impact on employees.

- General indifference on the part of employees to their own development which could take place through making efforts to recognise their own strength and weakness.

- Managers of the corporation do not believe that employees behaviour can be changed and they can be developed at any stage of their life.
- The Food Corporation of India management should make earnest efforts to identify and utilise the potential of the employees for positive results.

- Certain practices like performance appraisal reports, decisions, rewards, career planning, promotion, selectiongrade are not helpful and HRD oriented.

- People below the top level have become increasingly concerned with the estrangement from the locus of decision that effect their organisational well being. In this process they feel frustrated, powerless and exploited. The health of the entire organisation can suffer when there are no clear channels to allow these people to contribute their mite in solving problems.

- There lacks tendency to be open in communication.

The corporation must concentrate on these issues in order to improve its HRD climate and should think of better delegation of authority and
responsibility patronising the employees to take initiatives, recognising their potentials and strength, proper job rotation exercise, free expression of feeling, better personnel practices such as promotion decisions, performance appraisal system, career planning, rewards etc. Senior managers should take special interest in their developmental activities. Besides, top management should also be willing to invest a considerable part of their resources to ensure HRD activities.

The corporation should create a more responsive HRD environment that will best meet the needs of HRD programmes and the requirements of developing people at work. It should also conduct annual surveys with regard to HRD climate to make further improvements.
The requirement of personnel should be determined both in terms of number and kind of personnel required. For determining the number of persons required, not only the present requirement but also the future possibilities of expansion and growth should be taken into account. Types of personnel required should be determined by the requirement of various jobs, but in large organisations like FCI, the requirement of individual jobs are very easily recognisable. A job analysis is a pre-requisite to any recruitment selection procedure, which will involve the preparation of job description and job specification for the individual job. The recruitment process should begin only when the number of persons required for different jobs are known. The recruitment process should aim at developing and maintaining man power resources upon whom the organisation can depend when it needs additional employees. Recruitment should be treated as a positive process of searching the prospective employees and stimulating them to apply for jobs in large numbers in the organisation. Thus process will increase the selection ratio and enables the management to select suitable employees.
As regards Recruitment and Selection in Food Corporation of India it is suggested that:

- Apart from auditing Corporation accounts it is important to assess another major asset, Human Resources.

- That deputationists are really the "birds of passage" as far as corporation is concerned. Most of them are not specialists and their basic loyalty will remain towards their parent organisations and not for the FCI. Such officers who come into the organisation at higher level of management deprive the promotion of FCI officers to these levels which ultimately affect their career progression. The import of 'generalist' administrators from IAS / ARAS/ IPS / IRS / and state / central civil service cadres must be progressively reduced and ultimately stopped.

- Direct entry into the officer cadre must be restricted to only one point i.e. at the level of Dy. Manager. Career planning including effective training at various stages and varied employment based on a definite policy, will produce efficient and effective FCI officers.
- Induction of deputationists transferees and direct entrants at higher level must be stopped as a matter of policy.

- The surplus or deficiency can be derived on the basis of work load assessment and proper monitoring of man power planning well in advance in order to meet the short fall of Human Resource recruitment.

- Human resource recruitment below officer cadre should be made at one single point i.e. at the level of Assistant Grade III only.

- Two areas require rationalisation with regard to class IV recruitment
  i) The personnel employed in depots handling foodgrains work.
  ii) The watch and ward personnel surplus/deficiency should be monitored properly on the basis of size of the food storage depot.

- Extra financial burden for hiring the security guards from private security agency without proper assessment / monitoring must be curtailed / stopped.
An organisation cannot create opportunities for every one when a suitable occasion arises within the organisation a genuine attempt should be made by the management to consider as many qualified aspirants as possible. This will certainly help those craving for change or otherwise left only with the option of leaving the organisation.

An infrastructure should be built to harness the talent from within the organisation so as to improve the career planning system besides productivity of the organisation for the achievement of targeted goals.

The next main problem which FCI is facing for achievement of targeted goals of HRD is the absence of motivation. Men are inherently avoids work, motivation comes to the forefront and removes the mental block and obstinancy. Basically, motivation is a process of converting a person of negative attitude to a positive attitude. What may motivate one may not motivate other since need and priorities of employees are not similar. It is for the employer to find out the right way that could make the employees more effective, efficient and productive.
In managing the corporation more effectively to attain the targeted goals and to improve motivation and moral of its human resources, the undermentioned factors should be taken into consideration.

- A well defined humanistic personnel policy where human resource are regarded as the valuable assets and sufficient care is taken to maintain and develop it.
- A long term employment policy projecting image of fairness on recruitment / selection, placement of the right person in the right job, sound and fair promotion and transfer policy, well planned need based training and development programmes for growing employees for higher jobs and building their career in the organisation and suitable man power planning.
- Fair wage and salary and demonstration ensuring equitable wage structure free from internal and external inequalities.
- Good performance should be rewarded adequately at the earliest and also given deserving publicity.
- A constructive and objective system of performance appraisal and merit rating of employees aiming at servicing and improving them and not so much for punishing them.

- There should be a prompt handling of grievances by having a short time bound procedure well-known to employees. In handling grievances the attitude of persons managing grievances should be cooperative 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 conform to the principles of natural justice. A corrective and not punitive approach in this respect may be more motivating.

- Participative and consultative style of management and supervision and increasing autonomy in work may create necessary conditions for motivating employees to give their best.

- Job enrichment and enlargement or making
the job more challenging are also essential for making the employees give their best as these will not only reduce job boredom and frustration but also increase the job satisfaction and also satisfy the esteem or ego, self actualization needs of employees which are perpetual motivators.

- 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 other you must motivate yourself" should not be lost sight of.

Seniors are therefore, expected to provide their juniors/ subordinates effective leadership and set an example of dedication and superior skill.

- All growth and development of all managers finally rest on motivation for self development. It is recommended that in the corporation particularly for the employees in the Godown and Quality side should provide ample opportunity for job rotation.
Career planning is not an event or an end in itself, but a process of development of human resources. It is an essential aspect of managing people for achievement of optional results. It is the discovery and development of talents and planned development and redeployment of these talents. In fact it is a process of synthesizing and harmonizing the needs of the organisation with the innate aspirations of the employees so that while the latter realize self fulfilment, the organisational effectiveness is improved. The career systems available in the organisation also depend on their value system, growth potential, goals and priorities.

As regards career planning in FCI is concerned, it is ironic that what is most precious to the individual is so far as work is concerned, that is, the career which is given the least attention. With the growing work expectations and aspirations of employees, career planning is now regarded as an essential pre-requisite for effective management organisational growth, which must be taken care of in Food Corporation of India. For development of career planning in Food Corporation of India it is suggested that:

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- Management should be alive to the norms of manpower and career planning. No organisation is sounder than the human resources who run it and delegate others to run it.

- The prevailing system of promotion is just like a fixing square nail in a round hole and vice versa should be amended hence forth. The promotion should be based on time scale / seniority cum merit by introducing written test system so that only talented employees with outstanding capabilities may come up.

- The principle of seniority in promotion should not over shadow the principal of merit.

- Promotion policy should contain alternatives to promotion when deserving candidates are not promoted due to lack of vacancies at higher level. These alternative should include upgradation, re-designation sanctioning of higher pay or increment.
- Internal mobility is necessary to match the employee's skill and requirement with the requirement of the job and those of the organisation continuously.

- The corporation must monitor the career development and to make earnest efforts in implementing the career plans and to integrate short long term Human Resource needs for developing a career plan for each individual besides creating developmental strategies and to provide career counselling.
FCI should pay adequate attention to their HRD functions. If the full benefit of HRD are to be experienced it must be introduced as a total system within the organisation. Top management must make it obvious that the human resources of the organisation are its most important resources. The value of openness, trust, mutuality, collaboration and enthusiasm within the system should be recognised by every member of the corporation. If HRD is implemented properly in FCI, integrated HRD systems can contribute significantly to positive culture changes, increased productivity and excellence in the corporation.

An effective performance appraisal system is an asset to an organisation. The appraisal serve several purposes viz.

- Identifying employees for salary increase
- Identifying employees for selection grade/additional qualification/stagnation increments.
- Identifying employees for promotion/transfer and for certain administration/vigilance disciplinary actions.

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- Identifying developmental needs.
- Helping the employees to know their weakness and potentials.
- Strengthening superior - subordinate relations.

Performance Appraisal is, thus, a very important element of Human Resource Development. The study shows that there are still many organisations which follow the traditional system of appraisal in which officer fills the confidential report of his subordinates. Some other organisations have modified the confidential system with introduction of self appraisal. There are still others where the traditional and modified system co-exist and they are in the process of replacing the previous system in a phased manner.

The corporation under study, has followed the confidential reporting system with a minor modification. There exists a provision of self appraisal and target achievements. But it is only for level of
managers and that, too, at a very narrow level. The study indicates that prevailing appraisal practice of the corporation is not an effective instrument of HRD. The major factors noticed are

- The system reflects views of the reporting/reviewing and countersigning officer only. The perceptions of the appraisee are not taken into account.
- The system does not focus on identifying the factors that help or hinder good and effective performance.
- There is no process of self-review and discussions between appraiser and appraisee.
- The present appraisal system is an instrument more used for administrative purposes like promotion and salary increase / incentive / additional Qualification / stagnation increments.
- The appraisee have no chance to express their development needs and no scope for providing feedback to the appraisee on his performance.
- It is found to be an annual formality and not taken seriously.
Taking into consideration these factors in regard to the present appraisal practice, there is an urgent need to overhaul completely the performance appraisal method of Regional Office (Haryana) to make it an instrument of human resource development.

- There should be HRD oriented appraisal practice to start with performance planning jointly by appraiser and the appraisee. This exercise should include the identification of key performance areas, behavioural dimensions, descriptions of parameters by which performance can be measured.

- In this practice individual is required to assess his own performance, weaknesses and strength.

- This process will provide an opportunity for joint review of the performance and a chance to the appraisee to defend his case.

- The proposed appraisal practice will also help for the identification of training and development needs of the employees.
- This appraisal must have a provision for the identification of potentials of the employees, which can be used for job rotations.

- This appraisal practice will help in feedback counselling. It will help the employees to recognise their strengths, weaknesses and potentials which ultimately enable them to prepare action plans for their development.

- The Confidential Reporting System should be replaced by Performance Appraisal and Management Review (PAMR) exercise.

- There should be constructive and objective System of Performance Appraisal and merit rating of employees at servicing and improving them and not so much for punishing them.
Training is another significant instrument of human resource development. It enables them to undertake their jobs with responsibility and efficiency. Training involves the changing of skills, knowledge, attitudes and social behaviour. It is a kind of instructions with an existing pattern of behaviour or belief. As such, training assumes critical importance in the gamut of HRD. It is the link-pin among the various HRD elements. Training today has become one of the most frequently used HRD mechanism in the public enterprises in the country.

In the present research, it is found that the corporation under study is very conscious of imparting training to its employees. In it training has been considered as the most important activity of HRD and thus, due emphasis has been laid on training activity. The corporation has the central training institute and zonal training institute for officers and staff which provides training to existing manpower on different subjects. These training institutions are looked after by a deputy manager and other related staff at Delhi. Thus, the management of the corporation has tried to evolve the best possible training practice.
On the basis of requisition of Zonal/Central training institute New Delhi, the personnel department of Regional office prepare a list of employees and the areas where they need some training. Generally, pick and choose method is adopted. Sometimes, even willingness of the candidate, his relation with the recommending authority and availability of the other official in his place are taken into consideration while recommending the names of employees for training. The training schemes provides an evaluation of each programme through filling of the questionnaire and discussion. But evaluation gives only the reactions and not the real assessment.

In the above issue of training schemes it is suggested that:

- While all officers and staff are to be covered under training schemes, both new recruits and promotees to executive cadre should be given training before allowing them to join in their regular postings.

- Data bank employees should immediately be created through an appropriate computer programme for devising training priorities.
- Training should be imparted through a proper combination of lectures group discussions and case studies alongwith compulsory "on job training".
- Central Training Institute / Zonal Training Institute to be upgraded and Regional Training Institute to be created.
- Training strategies should be well defined.
- The management should invest time, finance and energy in programmes to make organisational role a source of learning and employment.
- There is a need for creation of training committees.
- Creation of separate HRD department at HQ/Zonal office and Regional office level under separate Executive Director.
- There should be continuous facility for retraining of managers which will provide an opportunity for them to professionalise in the chosen area. It is suggested that corporation should either
conduct inservice training and inhouse programme or they should depute personnel to agencies such as universities, professional Institutions.

- It is recommended that managers be provided an opportunity to study selected business periodicals, trade magazines, resource books, attend association meetings, enrol in selected courses (either through correspondence or through evening contact programmes) and to participate in workshops related to their professional areas. This would certainly contribute to HRD and develop the competency of managers in theory and practice.

- Pick and choose policy is a bad practice and must be checked at all levels.

- Employees must be taken/sponsored on need based training by undertaking performance appraisal exercise.

- Senior/Line managers must take enough interest and spend sufficient time in the
training activities. They must guide, instruct and discuss the problems of the juniors.

- Managers should create a climate conducive for experimenting new ideas of the employees.

- Evaluation of training effectiveness is the most crucial phase and should not be taken lightly.

- Corporation should adopt the pattern of asking the immediate supervisors to report on the improvement of the performance of the employees sent for training.

- In seeking the feedback from their heads, improvements in behaviour, attitude, job knowledge, skills and overall work performance should be used for evaluation.

The feedback from the participants should help the training department to modify the contents, deciding to repeat the programme, adjusting the duration of the programme, choice of faculty and even continuation or discontinuation of the programmes.
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 made up. No wonder, "The wonder of wonder is man, who has infinite capacity to think, to develop, to create, to invent, to feel, to love, to give, to tell, to respect, and to hate, analyse or destroy." Human beings have to be handled with great care by the HRD manager, who should be expert in the art of what is called "Human Relations". A knowledge of the people, their urges and behaviour is the first step in developing "Human Relations". The Human Relations are concerned with greater satisfaction to the individual and higher productivity to the organisation.

Today the 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 the enterprise unless they improve their relation 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 employees not only
want opportunities to meet their psychological needs but as employee they also wish to fulfill 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.

There is a complete defence of effective human relations programme in FCI and is creating hindrance in improving employee morale and motivation. Developing and maintaining harmonious human relations is a two way process which depends not only on the responsiveness of the management. It is the responsibility of management to create such conditions in which human relations may be improved and harmonised.

In FCI Human Relations required to be cultivated and practised by the management or a supervisor with his junior/subordinates and undermentioned suggestions be given due considerations for improving and developing employee’s morale and motivation.

- Human Resource Development plans could go hay fire if the Industrial Relations climate is not conducive to such activities. Therefore, creation of a healthy atmosphere in Industrial Relations is the basic need for sowing the seed of HRD.

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Work place should not involve any unnecessary hazards and employees should not be exposed to unhealthy conditions.

There should be provisions of basic amenities improvised canteen facilities at subsidised rates and the establishment of credit societies for the distribution of foodgrains and essentials commodities at reasonable rates. This will certainly go a long way in ameliorating the suffering of employees and strengthening their relationship.

Merely talking to people also does a lot of good. Praise and approval can produce an improvement in individual effort. The suggestion schemes with incentive / rewards and recognition should be introduced to strengthen the employer-employee relationship.

Managers should not hate allowing employees to share responsibility. They should not consider subordinate suggestions as an insult to their own ability and judgement.
There should be a reasonably good degree of openness and trust in the corporation and preparedness on the part of the top management to create more trust and openness among employees.

It should however be ensured that wages and salaries are properly fixed and adequate welfare facilities are provided.

There should be a clear cut transfer policy by fixing specific period of retention/stay at a particular place. The transfer policy should be amended and implemented at all costs.

There should be full fledged establishment of a grievance cell which will enable employees to express their views on matters of personnel and organisational interests in order to dispel the doubts and fears that have crept in knowingly or unknowingly and pave the way for a smooth relationship.

There should be an establishment of effective communication channel in the
corporation. This is an essential prerequisite for understanding each other and to avoid misunderstanding or misconstrued motions perpetrated by middlemen for their self interest.

- Action is far more significant than words. When a procedure, policy or practice is laid down the same should be followed in its letter and spirit.

- In order to influence others and to win their confidence it is essential to cultivate the qualities of Honesty / Integrity / truthfulness / loyalty / tolerance / firmness and Broadmindedness.

- The supervisor is in the best position to measure by observation the morale of his subordinates from day to day; but he must sharpen his powers of observation and must not brush aside any worthwhile indicator. The serious shortcoming of observation as a yard stick for measuring current moral is that activity which
indicate a change to a lowered morale which has already occured. The manager should be extremely keen in his observation so that he may do as much as is possible to prevent such changes.

- It should be understood that no amount of monetary compensation would subsitute other components responsible for the high morale of a workforce. Non recognition of talent /performance leads to frustration which results in laxity & consequently derails the wagon of quality.

- Management must keep this thing in mind that a work force having a high morale is the best asset any organisation can have.

In further, it is added that good and harmonius human relations need to be practised by the Management. The observation of Clarence Frances ( One time Chairman of the Board of directors of the General Food Corporation of the U.S.A. ) needs to be noted carefully. He says " you can buy a man's time you can buy man's physical presence at a given place, You can even buy a measured number of skilled muscular motions
per hour or day. But you cannot buy enthusiasm; you cannot buy initiative; you cannot buy loyalty; you cannot buy the devotion of hearts, minds and souls. You have to earn these things through constant practice.

.......... The co-operation of the employee in the productive process must be won and deserved, it can not be forced." In short A good Human Resource Development manager with the assistance of his assistant manager should be able to identify pockets where talented personnel could be put in better use, resulting in job satisfaction, better quality of human resources to achieve better results. Spotting of utilising talent to optimum level remain the key to satisfaction at work, which contributes to quality and industrial peace.