CHAPTER-I

INTRODUCTION

In the present humanised era, Human Resource Management (HRM) 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 high levels of performance and ensuring that they continue to maintain their commitment to the organisation are all essential for achieving organisational objectives.

Organisations exist for people. They are made of people and by the people and their effectiveness depends on the behaviour and performance of the people constituting them. Organisations that are able to acquire, develop, stimulate and keep outstanding workers will be both effective and efficient. Human resource assets are probably the most critical and difficult to manage. These are the only active resources at the disposal of any organisation and the effective use of all other resources directly depend on efficient utilization of human resources. There was a time when
people were considered a liability, but now they are considered a resource and an asset. Rensis Likert rightly observes: "All the activities of any enterprises are initiated and determined by the people who make up the institutions, plants, offices, computers, automated equipments and all else that a modern firm uses are un-productive except for human efforts and directions. Human beings design or order the equipment, they modernize the technology employed, they secure the capital needed and decide on the accounting and physical procedures to be used. Every aspect of organizational activities is determined by the competence, motivation and general effectiveness of its human organization". (1)

Human Resource Development is needed by any organisation that wants to be dynamic and growth-oriented or to succeed in fast changing environment. Organisation can become dynamic and grow only through the efforts and competencies of their human resources. Personnel policies can keep the morale and motivation of employees high, but these efforts are not enough to make the organisation dynamic and take it

to new directions. (1) Organisation climate/philosophy is not enough to yield the desired results. Planned efforts should be made to develop human skills in managers at all levels helping them to adopt a more balanced approach towards human resource. (2).

Human Resource Development and its management has been attracting wide attention of the research scholars, chief executives and line managers for the last two decades. Its range is so multifarious and vast that explanation of its various avenues would continue for long. But the keenness and intensity with which its concepts are being probed into, in all their minute and comprehensiveness, seems remarkable. Scholars are agog to trace the very roots and fountainhead of certain concepts with a view to enlarge and deepen the perceptions of the fascinating subject.

Today, most of the large public and private sector enterprises in India are using the techniques of human resource development to develop their employees for the achievement of organisational goals with individual satisfaction and growth. It is the most important asset in the organisation, because all other natural resources can be better utilized by motivating human resources only.

There is a need to invest time, money and efforts in their development, which ultimately provides fruitful results as human resource can be developed to an unlimited extent because every human being has endless potential.

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) Late Prime Minister Rajiv Gandhi in his inaugural address during the year 1990 very aptly remarked: "Development is not about factories, dams and roads; development is about people. The goal is material, cultural and spiritual fulfilment of the people. The human factor is of supreme value in development. (2)

It is the responsibility of the management to develop subordinates for the achievement of organisational goals. Faith is needed to develop capabilities of employees of change and acquire new competence at any stage of life in the organisation.


2. Rajiv Gandhi, Late Prime Minister of India, (During his inaugural address at Madurai, 1990).
Present-day workforce is better educated, possesses greater skills, has more sophisticated technology for its use and enjoys higher standards of living than the earlier ones(1). If the workforce is properly motivated it will work for an organisation more efficiently and effectively. This requires above all a well built administrative system with adequate and capable manpower so as to make a saviour and redeemer to the producer as well as the consumer. Since the physiological needs have taken the back seat, it is the upper ladders of Maslow's Chart that matter. Our adaptability to such a radical shifting must be in tune with the goal of attaining maximum productivity though with a cautious approach to make our society fabric intact. In order to attain maximum benefits of human resource development in an organisation, it must be introduced as a total system, and benefits of human resource development are to be experienced. In addition, the commitment and willingness of the top management to this system are crucial.

Top management must make it obvious that human resources of the organisation are its most important resources and the same should be subjected to its optimum utilisation.

The value of openness, mutual trust, collaboration and enthusiasm within the system should be conceded by each and every organisation. If implemented properly, integrated human resource development system can contribute significantly to the positive organisational cultural change so as to promote harmonious atmosphere and faster excellence in the organisation.(1)

The basic aim of human resource development in an organisation is to bridge the gap between theory and practice. This is important today since both theory and practice in this area are expanding at an incredible rate. The organisation such as the Food Corporation of India (FCI) as to be effective and efficient. This requires first of all a well-built administrative system with adequate and capable manpower for accomplishing the targeted goals. An eminent philosopher of China, Kuang Chung Trun, of the 7th Century B.C. pointed out very beautifully:

"If you wish to plan for a year, Sow seeds,
If you wish to plan for ten years, Plant trees,
If you wish to plan for a life time, Develop men."(2)

In an organisation like FCI human resource development is a process through which the employees of an organisation are helped in a continuous and planned manner. The focus is on:

- To sharpen the capabilities required to perform various functions associated with their present or expected future roles.

- To develop their general capabilities as individuals and to discover/exploit their own inner potentials for their own organisational development purposes.

- To develop an organisational culture in which supervisors-subordinate relationships, team work and collaboration among sub-units are strong and contribute to the professional well-being, motivation and pride of the employees.

Human resource development has been considered an expendable luxury, a specific tool of management to develop individual skills. While these views carry some validity, it is rapidly becoming apparent that the development of human resources should be regarded in the larger context of trends in society and the needs of Changing Organisations. In such a setting it appears that human resource development is by no means a "Luxury"(1). It is the key with which to unlock creative helping and problem-solving process

that can move a changing society constructively forward. (1) In fact, it is a process, not merely a set of mechanism and techniques. The mechanism and techniques, such as performance appraisal, counselling, training, organisational development are used to initiate, facilitate and promote this process. Organisation can facilitate this process of development by planning for it, allocating organisational resources for the purpose and by exemplifying an human resource development philosophy that values human beings and promote their development.

Employees capability must continuously be acquired, sharpened and used. For this purpose, an "enabling" organisational culture is essential. When employees use their initiatives, take on risks, innovate and make things happen, the organisation may be said to have an "enabling" culture. (2) Even an organisation that has reached its limits in terms of growth, needs to adopt to the changing environment. An organisation has to adapt itself to the need for processes that help to acquire and increase its capabilities for stability and renewal.

The human resources, however, are difficult to manage. It is because human behaviour is highly

unpredictable. It not only differs from individual to individual but often on the part of the same individual at different points of time. Despite biological and cultural similarities, human beings not only differ in their appearance but also in their capabilities based on their respective background, training and experience, in their personality characteristics as reflected in their sensitivities, intelligence, initiative, interests, commitment and motivation. Emotions, however, play more important part in affecting attitude, behaviour and performance of the same person from one point of time to another. Thus, the success of any venture today depends on due recognition of human potential, capabilities and aspirations and proper utilisation of human traits and emotions. (1)

It is well known that return from investment in human resource is many times more than the other resources. Material resources depreciate every year in value but human resources appreciate in value by acquiring greater knowledge, experience and efficiency. In view of this it becomes the responsibility of 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. Growth is the need of the time. People in organisation have very high aspirations and ambitious for their own growth and development. (1) HUMAN RESOURCE DEVELOPMENT (HRD) does not merely focus on employees as individuals but also on other human units and processes such as rules or jobs in the organisations, dynamic units, team, inter-team groups and total organisations.

The present study, too, is in itself a humble endeavour to grasp certain concepts of Human Resource Development, while it attempts at the same time to diagnose the organisational culture through check-lists of qualities. This would, the researcher believes, help in harnessing and promoting individual capacity and capabilities conducive to technological advancement, evolving techniques of management based on scientific exposure. It would then naturally form a part of the constantly evolving organism of human life and style. It is also important to know how to harness human and non-human resources while translating the goals into action. Human resources consists of many

different individuals, each of whom has a unique personality, a combination of different emotional responses to different stimuli and different values, attitudes, motives and perceptions. It is difficult to predict their behaviour especially in an organisation where they work in groups. Their behaviour is neither consistent nor readily predictable. (1) In the choice of the term "Human Resource Development" it is intended to focus on the broad development of the people as resources to themselves, group organisations, committees and large cultures. There is a need to put the developing methods and activities into a single frame of reference, so that some "linkages" (old and future) could be established between such desperate areas as laboratory training system, concepts and minority group programmes mainly to cover the basis of elements in assessing training needs, designing programmes and training administration.

As the time has been changing swiftly and dramatically in the relevant field, we will have to be future-oriented and vigilant to monitor the human resource development progress with a view to achieve the targeted goal accomplishment. Besides, (1) R. Jayagopal, Op. Cit., Human Resource Development (New Delhi: Sterling, 1990), pp 24-26.
planned efforts should be made to develop human relations skill in managers at all levels and they should be encouraged to practice these skills capitalising on human dignity, capability and potential through healthy inter-personal relations formal and informal positive rewards - extrinsic and intrinsic and greater people’s involvement in terms of exercise of discretion, decision making and use of ingenuity. Thus, given proper environment, recognition and support, the human assets are sure to yield the best results by taking initiative, assuming responsibilities and optimising resources.

In a country like India where human resources are abundant, it is pity that they remain underutilized. It is undisputed that technology alone however sophisticated, cannot bring about desired change in economic performance of the country unless human potential is fully utilized for production purposes. (1) In short, it is amply clear that human resource development concept is not confined only to education or vocational training, but development of individual and collective in matter of health, shelter, all-round well-being. It should not be confined to short-run narrow sectional interests, but should

have wider perspective of social development towards a progressive direction for the benefit of our people at large.

THE MACRO FRAMEWORK

Human resource development is thus, essential to accelerate the pace of development. It has become a necessity in the context of the desire to have a rapid pace of growth. Therefore, empirical studies are very much desired in this field on this important means of development which has already become national thrust in most of the countries of the world. However, conducting a research on Human Resource Development at natural level is a complex and enormous job. Keeping in view the number of factors involved in it like time and money, it has been decided to analyse human resource development system at Micro Level.

THE MICRO FRAMEWORK

The development of human resource is the key not only to the growth of a nation but also to the survival and progress of an administrative organisation. Khandelwal, in the preface of his book has mentioned that: "The success of any organisation in the long run depends very much on the quality of its human resource." (1)

The utilisation of manpower is not adequate and the vast human resources in India are yet to reap the harvest of their strength and potential. In order to attain maximum development of human resources, the investment of human capital is a must and which refers to all expenditure incurred on human resources for the development of qualities of human beings such as knowledge, skills, respectfulness, will to respond to opportunities, work motivation, discipline, physical, ability, health, nutrition and capacity to hard work, which results in the accumulation of human capital. (1)

In fact an organisation is nothing without its human resources and its proper development. The ultimate purpose of a system of this kind is to generate a positive climate in the organisational climate of mutuality, trust and openness so that managers may use their own capabilities to the maximum, take initiative and to ensure continuous development and accomplishment of targeted goals.

Thus, it is equally important that scientific studies may be carried out at an organisational level

with a view to examine its human resource development policy and system. (1) The present study has been conducted at micro level to grasp certain concepts of human resource development in an organisation such as Food Corporation of India (Regional Office) a Central Government Undertaking which has been selected for the study/analysis. It is important that organisation such as Food Cooperation of India has to be effective and efficient which requires first of all a well-built administrative system with adequate and capable manpower.

Prior to inception of Food Corporation of India, the Food Department of Government of India was directly handling the storage and movement of foodgrains. The need to enhance storage facility and rapid movement of foodgrains stocks to various deficit States was felt in the wake of growing population pressure and green revolution. In order to protect the interest of growers and consumers and in the broad national interest a separate autonomous body i.e. FOOD CORPORATION OF INDIA came into existence through parliament Act

No. 12 of 1964. FOOD CORPORATION OF INDIA, is the largest foodgrain trading organisation in India both in the Public and Private Sector. It has the highest turnover in India whether in the Public or Private Sector with the only exception of Indian Oil Corporation. Its main objective is to procure grains as far as possible directly from the farmers by eliminating the middle-man. Grain is purchased according to the uniform specifications laid down by the Government of India. Stocks are properly preserved in storage by regular prophylactic and curative treatments. Various systems of procurement were adopted by the Government in the past depending upon the intensity of the Scarcity situation and need to mop up foodgrains to meet essential requirement and check speculative tendencies, so common under scarcity conditions. (1)

The basic tenants of India’s Food Policy are:

[i] To maximize production so that the country is not only self-sufficient for its requirement but also has an exportable surplus; and

[ii] To ensure equitable distribution of foodgrains all over vulnerable country and also make foodgrains available to the sections of society at reasonable prices.

Besides the basic tenants of India's Food Policy the broad objectives of the National Food Policy are also met by the Food Corporation of India which are also appended below:

(a) To ensure that producers get the remunerative prices with adequate incentives for increasing production;
(b) To ensure that the consumer prices are stabilised and in particular, that the interest of low-income consumers are safeguarded; and
(c) To build up a National buffer-stocks of foodgrain not only for stabilising foodgrain prices and the economy as a whole but also for meeting situations of shortages due to natural calamities and drought years from which we have no escape in sight.

Food Corporation of India / State Government and other agencies have over the years developed a detailed system of offering support in time for which adequate infrastructure arrangements are made well ahead of the season. The purchase of the foodgrains is done as per

1. Objectives of the National Food Policy have been summarised from the document India's Eighth Five year Plan 1992-97 (New Delhi: Planning Commission, 1992).
the quality standards prescribed by the Government of India. Under this scheme of purchases, there is no quantitative limits and all stocks offered and falling within the specifications are purchased to save farmers from falling prices caused by higher production.

For encouraging the farmers to produce more foodgrains, Government of India introduced the schemes of "Minimum assured prices of main foodgrains". To start with, price support scheme was extended to Bajra and Jawar in December, 1954. Then, the scheme was extended to Wheat, Gram and Paddy in 1955. Presently, Wheat and Paddy are mainly purchased under the price support schemes directly from the farmers. (1)

The price support operations conducted by the Food Corporation of India, along with other agencies have greatly helped in the establishment and development of market yards and other infrastructure facilities around the market yards/mandies. Today, there is a fairly well-developed regulated market system in the entire wheat belt of Northern India. The efforts for establishing direct purchase system are to be intensified since at

Farmers harvesting rabi crop in Ladwa, District Kurukshetra (Fig. 1.1.)

Farmers harvesting rabi crop in Ladwa, District Kurukshetra (Fig. 1.2.)
FOODGRAIN ARRIVAL IN LADWA MANDI DISTRICT KURUKSHETRA (FIG. 1.3.)

CLEANING OF WHEAT IN LADWA MANDI DISTRICT KURUKSHETRA (FIG. 1.4.)
FILLING OF FOODGRAIN IN GUNNY BAGS IN LADWA MANDI DISTRICT KURUKSHETRA (FIG. 1.5.)

FILLED GUNNY BAGS BEING STITCHED AT LADWA MANDI DISTRICT KURUKSHETRA (FIG. 1.6.)

-21-
WHEAT BEING TRANSPORTED TO OPEN PLINTHS PIPLI DISTRICT KURUKSHETRA BY CARTS. (FIG. 1.7)

WHEAT STOCKS TRANSPORTED TO COVERED BUFFER GODOWN KURUKSHETRA BY TRUCKS (FIG. 1.8.)
FOODGRAIN STOCKS BEING UNLOADED AT DESTINATION
(FIG. 1.9.)

FOODGRAINS STOCKS BEING STACKED AT RAILHEAD AMBALA CANTT FOR DESPATCHES (FIG. 1.10.)

-23-
present direct purchase is being made in Uttar Pradesh and Rajasthan, and procurement in Punjab and Haryana is through well-established commission agents. (Picture view shown as per Fig. 1.1 to 1.10 shows the different operations of food grains from harvesting to mandi’s and after purchases to Buffer godowns/despatching ends.)

In short, it is an established fact that Food Corporation of India is known to come to the rescue of the farmers in the hour of need. It has been mustering up to meet the challenging situation, as was created by the killer cyclone which struck the coastal Andhra with all its ferocity in May, 1990 and again in 1996.

The general superintendence, direction and management of the affairs and business of the corporation vest in the Board of Directors. Food Corporation of India operates through a countrywide network with its Corporate Office at New Delhi, 5 ZONAL OFFICES FOR NORTH/SOUTH/EAST/NORTH EAST FRONTIER/AND WEST, 19 Regional Offices in practically all the State Capitals, 5 Port Operations Offices at Calcutta/Chennai/Mumbai/Kandla and Vizag and 160 District Offices. The strength of its 70,000 officials of the organisation lies in its people, and it is their contribution which has kept the organisation going.

-24-
The State of Haryana was carved out of the State of Punjab in November, 1966. FCI, Haryana Region was set up in January, 1972. It comprises five FCI Districts which covers 17 revenue districts of Haryana. The administrative set up of the Region is as under:

Regional Office: Chandigarh

<table>
<thead>
<tr>
<th>FCI Districts</th>
<th>Comprising of Revenue Districts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Karnal</td>
<td>Karnal, Panipat, Yamuna Nagar, Ambala and Panchkula.</td>
</tr>
<tr>
<td>Kurukshetra</td>
<td>Kurukshetra, Kaithal.</td>
</tr>
<tr>
<td>Hissar</td>
<td>Hissar, Bhiwani, Sirsa.</td>
</tr>
<tr>
<td>Rohtak</td>
<td>Rohtak, Sonepat and Jind.</td>
</tr>
<tr>
<td>Gurgaon</td>
<td>Gurgaon, Faridabad, Rewari and Mohindergarh.</td>
</tr>
</tbody>
</table>

**INFORMATION ABOUT HARYANA ( IN BRIEF )**

- Total Area: 43.91 Lac hectares.
- Cultivable Area: 28.55 Lac hectares.
- Area under Wheat: 20.00 Lac hectares.

Haryana is one of the principal procuring states in the country. With the increase in production during last two decades, the procurement has also increased substantially. The Haryana Agricultural Departments had fixed a target for 20.0 lac hectares area under wheat cultivation for 1995-96. As per latest estimates around 20.0 lac hectares area was covered under wheat cultivation. The production of wheat during this season is expected to be a bumper one as may be seen from the following table 1.1 and fig. 1.13 to 1.15 illustrates the weekly trend of wheat arrivals, agencies shares of procurement and trend of wheat production in Haryana.

<table>
<thead>
<tr>
<th>Crop year</th>
<th>Area under cultivation (lac hectares)</th>
<th>Production (lac MTs)</th>
<th>Mandi Procurement (lac MTs)</th>
<th>Agencies</th>
</tr>
</thead>
<tbody>
<tr>
<td>1991-92</td>
<td>18.51</td>
<td>64.36</td>
<td>22.00</td>
<td>1.45</td>
</tr>
<tr>
<td>1992-93</td>
<td>18.06</td>
<td>64.96</td>
<td>17.18</td>
<td>1.62</td>
</tr>
<tr>
<td>1993-94</td>
<td>19.56</td>
<td>70.83</td>
<td>35.90</td>
<td>5.52</td>
</tr>
<tr>
<td>1994-95</td>
<td>19.54</td>
<td>72.17</td>
<td>31.51</td>
<td>4.31</td>
</tr>
<tr>
<td>1995-96</td>
<td>19.86</td>
<td>73.03</td>
<td>31.64</td>
<td>3.88</td>
</tr>
<tr>
<td>1996-97</td>
<td>20.00</td>
<td>75.00</td>
<td>22.45</td>
<td>2.65</td>
</tr>
</tbody>
</table>

(As on 25.5.96)

Source: Data collected from record of FCI Regional office, Haryana

WEEKLY TREND OF WHEAT ARRIVALS

Fig. 1.13 FIGURES IN LAC TONNES
AGENCIES SHARE OF PROCUREMENT
91-92 TO 95-96

PROC. SHARE

AGRO 9% F&S 20%

HWC 10%

FCI 17%

CON 9%

HFD 35%

AGR 10% F&S 20%

HWC 10%

FCI 20%

CON 5%

HFD 40%

ACHIEVEMENT

FCI 8% F&S 24%

HWC 13%

HFD 44%

FCI 12%

HWC 9%

AGR 11%

HFD 39%

CON 6%

F&S 22%

FCI 16%

HFD 38%

CON 8%

F&S 22%

FCI 14%

HFD 38%

CON 10%

F&S 23%

FCI 13%

HFD 38%

SOURCE: Data Collected from the record of FCI Regional Office, Haryana.
Source: Data Collected from the record of Food Corporation of India Regional Office Haryana

ARRIVAL AND PROCUREMENT

Figures in Lac Tonnes

TREND OF WHEAT PRODUCTION

Fig.1.15
The complexity of work which the FCI has to plan & execute can be gauged from the fact that in 1995-96, it had to make necessary arrangement for purchase of wheat from farmers at the notified support price of Rs.380/- per quintal. 324 mandis were under operation during this procurement season. For FCI was allotted 91 mandis (33 jointly and 58 exclusively). The market arrivals of wheat in the State this season has been much less than the expectations of 32.00 lac MT. As on 25.5.96 22.45 lac MT wheat had arrived in the mandis of Haryana Region. The purchases by the traders and by the Roller Flour Mills were 2.29 lac Tonnes, whereas the FCI purchased 2.65 lac MT and 17.51 lac MT was purchased by State/its procuring agencies under minimum support price.

The production of Paddy and its procurement by FCI/State Agencies under minimum support price and delivery of levy rice by Rice Millers may be seen from the following table 1.2

-32-
Table 1.2

<table>
<thead>
<tr>
<th>Crop Year</th>
<th>Area under cultivation</th>
<th>Production</th>
<th>Mandi Arrival</th>
<th>Procurement by FCI</th>
<th>Hafed Trade</th>
<th>Levy Rice</th>
</tr>
</thead>
<tbody>
<tr>
<td>1991-92</td>
<td>6.40</td>
<td>27.18</td>
<td>23.12</td>
<td>0.51</td>
<td>0.48</td>
<td>22.13</td>
</tr>
<tr>
<td>1992-93</td>
<td>7.03</td>
<td>28.03</td>
<td>23.61</td>
<td>0.41</td>
<td>0.25</td>
<td>22.95</td>
</tr>
<tr>
<td>1993-94</td>
<td>7.53</td>
<td>30.87</td>
<td>25.98</td>
<td>0.81</td>
<td>0.64</td>
<td>24.53</td>
</tr>
<tr>
<td>1994-95</td>
<td>7.95</td>
<td>33.40</td>
<td>32.79</td>
<td>3.23</td>
<td>0.78</td>
<td>28.78</td>
</tr>
<tr>
<td>1995-96</td>
<td>8.00</td>
<td>34.50</td>
<td>21.16</td>
<td>2.05</td>
<td>0.48</td>
<td>18.63</td>
</tr>
</tbody>
</table>


PAY OFFICES

14 Pay Offices as shown below are established for expeditious payment of rice, paddy and wheat stocks purchased by FCI during Rabi/Kharif procurement Seasons.

<table>
<thead>
<tr>
<th>FCI DISTRICT</th>
<th>PAY OFFICES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Karnal</td>
<td>4</td>
</tr>
<tr>
<td>Kurukshetra</td>
<td>2</td>
</tr>
<tr>
<td>Rohtak</td>
<td>3</td>
</tr>
<tr>
<td>Gurgaon</td>
<td>3</td>
</tr>
<tr>
<td>Hissar</td>
<td>2</td>
</tr>
</tbody>
</table>

14

QUALITY CONTROL LABORATORIES

29 Laboratories of the State Food and Supplies Department and 10 Laboratories of FCI are functioning for analysis of levy/custom milled rice and wheat samples.

Source: Data Collected From Food Corporation Of India, Regional Office, Haryana, Chandigarh.
The position of staff and officers in the Haryana Region is shown as per Table 1.3 and categorywise percentage of staff and officers as per Fig 1.16.

**Table 1.3**

<table>
<thead>
<tr>
<th>Category</th>
<th>Sanctioned</th>
<th>In position</th>
<th>Shortfall</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>22</td>
<td>22</td>
<td>-</td>
</tr>
<tr>
<td>II</td>
<td>215</td>
<td>198</td>
<td>17</td>
</tr>
<tr>
<td>III</td>
<td>1921</td>
<td>1589</td>
<td>332</td>
</tr>
<tr>
<td>IV</td>
<td>1182</td>
<td>957</td>
<td>225</td>
</tr>
<tr>
<td></td>
<td>3340</td>
<td>2766</td>
<td>574</td>
</tr>
</tbody>
</table>

**ALLOTMENT /OFF TAKE**

Sufficient stocks of foodgrains are available to meet out the requirement of PDS and issues under development and other programmes. The off-take of Wheat/Rice during the month of April, 96 and during 95-96 is as follows:

Source: Data Collected From Food Corporation Of India, Regional Office, Haryana, Chandigarh.
Fig.1.16

STAFF POSITION OF REGIONAL OFFICE
(HARYANA) CHANDIGARH(AS ON 31-3-96)

SOURCE: DATA COLLECTED FROM REGIONAL OFFICE HARYANA
### Table 1.4

<table>
<thead>
<tr>
<th></th>
<th>April,1996</th>
<th>1995-96</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Allotment</td>
<td>Off-take</td>
</tr>
<tr>
<td>Wheat</td>
<td>PDS</td>
<td>2560</td>
</tr>
<tr>
<td></td>
<td>RPDS</td>
<td>14000</td>
</tr>
<tr>
<td></td>
<td>BSF</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>DEFENCE</td>
<td>1800</td>
</tr>
<tr>
<td></td>
<td>MID-DAY</td>
<td>14069</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>32429</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>April,1996</th>
<th>1995-96</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Allotment</td>
<td>Off-take</td>
</tr>
<tr>
<td>Rice</td>
<td>PDS</td>
<td>3000</td>
</tr>
<tr>
<td></td>
<td>RPDS</td>
<td>2000</td>
</tr>
<tr>
<td></td>
<td>BSF</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>DEFENCE</td>
<td>705</td>
</tr>
<tr>
<td></td>
<td>MID-DAY</td>
<td>14069</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>19774</td>
</tr>
</tbody>
</table>

### Movement of stocks Ex-Haryana Region:

### Table 1.5

<table>
<thead>
<tr>
<th>Fig. in lac Tonnes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Allocation</td>
</tr>
<tr>
<td>Despatches</td>
</tr>
<tr>
<td>Achievement</td>
</tr>
</tbody>
</table>

Source: Data Collected From Food Corporation Of India Regional Office, (Haryana) Rabi/Kharif Plan For The Year 1991 To 1996.
STORAGE

At the close of April, 96 the availability of covered capacity was to the tune of 12.38 lac tonnes and the open capacity was to the tune of 3.24 lac MT.

CHEMICAL POSITION

<table>
<thead>
<tr>
<th>Available</th>
<th>Stocks sufficiency for</th>
</tr>
</thead>
<tbody>
<tr>
<td>Malathion</td>
<td>284 Litres</td>
</tr>
<tr>
<td>Al. Phosphidee</td>
<td>16531 Kgs.</td>
</tr>
<tr>
<td>DDVP</td>
<td>701 Litres</td>
</tr>
</tbody>
</table>

Table 1.6

Stock Position (Tentative) As On 26.5.96 Fig. in lac Tonnes

<table>
<thead>
<tr>
<th>Wheat</th>
<th>Rice</th>
<th>Paddy</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>FCI</td>
<td>4.94</td>
<td>4.08</td>
<td>1.88</td>
</tr>
<tr>
<td>State/ Agencies</td>
<td>19.37</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

Total: 24.31 4.08 1.88 30.27

HUMAN RESOURCE DEVELOPMENT IN PUBLIC ENTERPRISES

The Human Resource Development approach is based upon a recognition of the human potential inherent in every employee. It essentially seeks to bring all-round development of the employees by enabling them

Source: Data Collected From Food Corporation Of India Rabi/Kharif Plan For The Year 1995 - 1996.

-37-
to improve their knowledge, skills and behaviour. It also helps them develop better awareness about their roles in the work situations and contributes to the process of integration of the employees with the organisation. The basic aim of Human Resource Development, is, thus, to help the senior and junior workforce to perform and accomplish their assignments with greater satisfaction.

An Article "Human Resource Development in Public Enterprises" has highlighted the various dimensions of human resources development in public enterprises. The need has been stressed to pay close attentions to the various dimensions of Human Resource Development in fast expanding public enterprises so that it does not degenerate into a fad or a ritual but can effectively contribute to development of various dimensions of organisational life. (1) B. Narayan in his article "HRD-An approach through team building" has suggested a conceptual model through team building for the development of human resources in any organisation. (2)

As such HUMAN RESOURCE DEVELOPMENT is a significant part of the Public Enterprises and assumes a prominent place.

It develops the capabilities of each employee as an

individual and in relation to his or her present/expected future role(s). Efforts are made to achieve the dynamic relationship between each employee and his or her supervisor and to monitor the team spirit and functioning in every organisational unit (department, group etc.). There must be collaboration among different units of the organisation, since overall health of the organisation and self renewing capabilities are the basis to increase the enabling capabilities of individuals, teams and the entire organisation.

Human Resources are the most important assets in the organisation as felt by the researcher:

- Unlike other resources, human resources can be developed and increased to an unlimited extent.
- A healthy climate, characterised by the values of openness, enthusiasm, trust, mutuality and collaboration is essential for developing human resources.
- Human Resource Development can be planned and monitored in ways that are beneficial both to the individual and to the organisation.
- Employees feel committed to their work and organisation if the organisation perpetuates a feeling of "belonging."
Employees are likely to have this feeling if the organisation provides for their basic needs and for their higher needs through appropriate management styles and systems.

Employee's commitment is increased with the opportunity to discover and use one's capabilities and potential in one's work.

It is every manager's responsibility to ensure the development and utilisation of the capabilities of subordinates to create a healthy and motivating work climate and to set examples for subordinates to follow.

The higher the level of the manager, the more attention should be paid to the Human Resource Development function in order to ensure its effectiveness.

The maintenance of a healthy working climate and the development of its human resources are the responsibilities of every organisation (Especially the Corporate Management).

In short the concept of Human Resource Development is of paramount importance for a public enterprise like Food Corporation of India. It is to point out that Human Resource Development Strategy has the same role in these undertakings as war strategy in the battlefield. (1) Therefore, different organisations have

churned out a planned and systematic programmes for Human Resource Development. It should not be confined only to education or vocational training, but development of individual and collective in matters of health, shelter, all round well being. It should not be confined to short-run narrow sectional interests, but should have wider perspective of social development towards a progressive directions for the benefit of our people at large.

In the present exercise, an endeavour has been made to examine some issues of Human Resource Development as prevailing in Regional Office of Food Corporation of India. The researcher’s choice of the term "HRD" is intended to focus on the broad development of people as resources to themselves, group organisations, committees and large cultures. There is a need to put the developing trends, methods and activities into a single frame of reference, so that "linkage" (old and future) could be established between such desperate areas as laboratory training system concepts and minority group programmes mainly to cover the basis of elements in assessing training needs, designing programmes and training administration. (1)

1. V. Krishnamurthy, "Towards Excellence in Productivity Through HRD ", in Nair and Rao (eds), op. cit, pp. 3-15.

-41-
As the time has been changing swiftly and dramatically in the relevant field, we will have to be future-oriented and vigilant to monitor the Human Resource Development progress with a view to achieve the desired goals.

REVIEW OF LITERATURE

The study of Public Undertakings has become a subject of considerable interest to the students as well as to the practitioners of Public Administration. As such, a plethora of literature has emerged on different faces of these undertakings. (1) Besides, evolution, growth and working of PES, the general trends of most of the empirical studies have been analysing various issues of management, such as human resources management, financial and personnel administration, like recruitment, training, promotion motivation, work commitment, industrial relations etc. However, there is hardly any study which is directly related to the theme under study.

Various scholars and institutions in India and abroad have made excellent attempts to produce variety of literature on the different aspects of Human Resource Development in the forms of books. Most of these have been referred to in the bibliography. However, some noteworthy attempts of few scholars have been mentioned here. Among these, the works of authors like D.M.Silvera (1) B.L.Mathur (2) Anil K.Khandelwal (3) P.N.Singh(4) T.V.Rao and D.F.Pereira (5) Udai Pareek and T.V.Rao (6) Leonard Nadler (7) are quite significant. The books written by these authors are fundamental and most comprehensive, offering new material in the field of human resource development.

The foregoing discussion of the review of literature shows that some attempts in the form of research studies, books and articles have been made by the scholars, discussing one or the other aspect of HRD directly or indirectly. But, most studies are confined to the structural or personnel management aspects, examining issues like manpower planning, recruitment, training, wages and salary administration, employer-employees relationship and job satisfaction. These topics of studies, commonly referred to as "nuts and bolts" of personnel administration are important and contribute significantly in their respective fields. However, notwithstanding the details provided in these studies, they cannot be regarded as full scale empirical studies of HRD with particular reference to Food Corporation of India. Hence, a study entitled "Human Resource Development - A study of Food Corporation of India, Regional Office Haryana, has been taken as the theme for present research.
The basic problem undertaken for examination in the present study is to investigate and ensure the effectiveness of certain issues of human resource development with special reference to a study of the Food Corporation of India, Regional Office, Haryana.

Besides this, the other objectives of the present study are as follows:

1. To study the organisational structure and to suggest an improved design of its authority, responsibility and accountability.

2. To study the policies and programmes relating to Human Resource Development and their implementation.

3. To study the recruitment of personnel possessing requisite skills, knowledge, competence and to suggest measures to harness talent from within the organisation.

4. To study the aspect of monotony and overstaffing in FCI and to suggest remedial measures.

5. To study the various aspects of Human Resource Development and to suggest feasible improved system of:
6. To critically assess the existing transfer policy and its implementation.
7. To examine the human behaviour and ethics with reference to moral and industrial peace.

**SCOPE OF THE STUDY**

In general Human Resource Development is to prevent obsolescence of skills at all levels in an organisation in the fast changing environment and to maintain an effective work force in the socially and technologically changing environment. To fulfil the carrier aspirations of the working force and to meet the challenge of employees turnover, it would be of considerable importance to study the Human Resource Development in the Food Corporation of India.

The scope of the present study proposes to analyse Human Resource Development in Food Corporation of India, Regional Office, Haryana since its inception to 1996. This study, in all its humility, might form a clear shining tributary voyaging to join other related tributaries of thought which ultimately promises to enter into the heart of throbbing mysterious ocean of enlightened perspective of Human Resource Development.
SELECTION OF PERSONNEL

Human resource development is vital for continuous development of employees to make them more effective and refinement of the organisation for achieving its objectives. In fact, experienced, learned and trained executives can work miracles even with small resources. They can undertake efficiently the manifold administrative tasks, and thus, make the difference. Therefore, it is necessary to keep a continuous watch on the development of executives.

In the present study, officers up to the middle management level, have been taken into account primarily because of the pivotal positions they occupy in the structure and the multiple character of functions they perform.

SAMPLE DESIGN

A sample of 150 employees out of 2766 from Cat.I/II/III and class IV staff has been drawn to assess HRD climate of FCI R.O. Haryana. The sample has been drawn taking care that it represents all the sections of the organisation and all cadres of employees up to clerical level. Total responses received were 15% of the sample.
A sample of 50 officers out of 220 Cat.I/I/I was drawn to examine the present performance appraisal and training practice of Food Corporation of India. It includes employees who have completed between five years of service and 25 years of service. The main idea was to seek views of these employees and thus to prepare perspective of performance appraisal and training.

METHODOLOGY

Research methodology is a way to systematically study the research problems. The research design has to correspond to the objectives of the study. In this case the chief aim of the research was to assess the impact of some issues of the HRD as means of development of the employees in the organisation. Thus, the study is exploratory in nature rather than experimental.

DATA COLLECTION

Both primary and secondary sources of data collection have been used. The secondary source of data collection comprised of the study of various publications of the celebrated authors, handouts of
H.R.D. Units, journals, periodicals and other typed material obtained from the organisation. Office records constituted a very substantial source of this study. It includes office files, various circulars and instructions, annual reports, by-laws and several other published and un-published documents.

The primary source of data has been the replies of unstructured interviews, discussions and lengthy and comprehensive questionnaires. The unstructured interviews, informal discussions and personal contacts with large number of functionaries at various levels of management have been of great use in identifying critical and relevant issues.

DETAILS OF QUESTIONNAIRES

The elicit views of respondents for various issues of HRD, different questionnaires were administered. It is significant to mention here that the questionnaires used for the study were as developed by T.V. Rao (1) for such kinds of studies. However, some adjustments were incorporated wherever necessary, either at the developing stage or at the administering stage:

1. Questionnaire used for the study were as developed by T.V. Rao in his work The HRD Missionary (CALCUTTA: OXFORD & IBH Publishing Co. Pvt. Ltd., 1992). pp. 49 to 87.
A questionnaire consisting of 20 items was used to assess the HRD climate of the unit under study.

A questionnaire with 15 items was administered to examine performance appraisal system.

A questionnaire consisting of 21 items was used to measure the effectiveness of training practice.

A questionnaire consisting of 15 items was used to measure effective counsellor attitude.

A questionnaire of 10 sets of items on leadership style was used to measure perceptions about leadership style.

The questionnaires were administered carefully through personal contacts with all the respondents.

**SCALE/SCORING:**

The questionnaire used was based on five point scale. The respondents were supposed to assign marks (1) using the scale which indicates the extent to which each item exists in the organisation in his views.

1. Questionnaire used for the study were as developed by T.V. Rao in his work The HRD Missionary (CALCUTTA: OXFORD & IBH Publishing Co. Pvt. Ltd., 1992). pp. 49 to 87.
The five point scale was:

- 4 = Almost always true.
- 3 = Mostly true
- 2 = Sometimes true
- 1 = A little true
- 0 = Not at all true

The scale used for examining HRD climate was administered to employees specially supervisory and managerial staff and accordingly HRD climate profile was drawn up. Scores above 114 indicate a good HRD climate, whereas 150 indicates an excellent climate whereas in respect of Food Corporation of India the scores is below 76 which indicate considerable scope for improvement.

The study is mainly exploratory and descriptive in nature. The theoretical analysis of human resource development approach highlights various issues and elements of HRD. But this study concentrates on only few issues. It has not been possible to deal with each and every aspect of human resource development. The results of the study of various issues of HRD could not be compared with many other empirical studies since not much research work in the present way has been done in the discipline of Public Administration.