CHAPTER VII

HUMAN RESPONSE DEVELOPMENT

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HUMAN RESPONSE DEVELOPMENT

Introduction:

Organisations are set up with certain preconceived and well-defined objectives to achieve certain goals. To achieve their goal they try to make an assembly of factors and resources that are needed for their functioning. Of all these factors, humans are the most critical, difficult and complex ones. Factors other than human are inherently such which can be used in whatever manner suits best for the realisation of organisational objectives. But the same is not true of humans as they are living beings with sentiments, emotions, feelings, perceptions, attitudes, motives and needs of their own. When they join an organisation they do so with a personality having a mixed of all these feelings. These feelings get manifested in their behaviour as organisation of men. Another unique features of humans is that each of them is inherently different from the others. As such their response and reaction in organisational task is generally not found one and the same. This makes human unique resource in any and every organisation.

The irony is that it is inconceivable to have an organisation with all
resources minus humans. In large or small numbers humans are a must in any organisation. Without it all resources will remain mere resources only. The problem becomes more complex because of the fact that humans are notoriously highly unpredictable in exact terms so far as their response and reaction to organisation situations is concerned. It is a well established fact that human response to organisational needs can neither be taken for granted nor quantified in exact terms, like other resources. But it is they who decide in large measure the success or otherwise of the organisation.

It is with this fact in mind that we are advised to man our organisation with best possible hands so that the organisational activities go ahead in right direction and with right speed. We must remember that humans are inherently social beings with their own motives, needs, aspirations, perceptions, abilities, skills, beliefs, values and ethos. In return for what they do for the organisation they expect the fulfilment of their own needs, aspiration and motives in tune with their perceptions, abilities, skills, beliefs, values and ethos. When such an ideal situation is realised in the organisation their response most likely has to be what is required for optimal accomplishment of organisational purposes.

As we know human are social living beings in need of love, affection, concern and recognition by others including the organisation in which they
serve. Their response to organisational needs gets maximised if their psychological needs in addition to their physical and material needs are also satisfied. Small Scale Industrial units, by virtue of their size are generally in a most favourable position to satisfy these psychological needs.

Wholesome response of humans is a critical input for the growth and prosperity of any organisation. This is more crucial and critical in small organisation for certain obvious reasons. It is with these points in view that the present study has ventured to examine Human Response Development in Selected Small Scale Industrial Units in North Eastern Region.

Humans are unique factors in organisations in one more sense. They are capable of being metamorphosed into better and still better lot. This may be achieved through response development schemes, performance appraisals, potential appraisal and development, feedback and performance coaching, career advancement planning, training and development, schemes and equitable compensation package etc. Further, organisation should be made human-oriented. This calls for a better quality of work life, emphasis on employees welfare and a sincere concern for the employees. These things are capable of eliciting increasingly better response from humans in the organisation.
CONCLUSIONS

Motivation:

The units under study are small scale units invariably with small number of employees. This situation is generally quite conducive for congenial, conducive, harmonious and intimate relationship. Such a situation will generally promote sense of belongings and commitment. Obviously, the human response in such units should be ideal and optimal and the units must be flaring well. But unfortunately it is not so in these units.

It is a well known fact that small scale units of N.E. Region in large number are facing the problem of industrial sickness. The reasons are many. The crux of the problem lies in poor human response in such units. This ailment has its roots in a number of factors.

Manpower Planning and Development:

The term "manpower planning and development" seems to be an alien element. Selection of employees is dominated by ad-hoc and casual approaches as revealed by the survey conducted by the researcher.

Training and development schemes of the employees are no doubt,
not magic wands. But they do result in improving the response and performance of the workers. On this count the picture revealed by the researcher from survey in quite dismal. As a matter of fact, there is no system of training and development of employees in these units.

Training of development functionaries was of little practical value and evaluation of training programmes was viewed more as a formal and exercise rather than as an exercise for betterment, the researcher observed. The training programmes were mostly based on general guidelines formulated by apex bodies, lacking responsiveness to local needs, were not interdisciplinary in character, were of very short duration, and were not able to motivate the trainees, especially the administrative people at the grassroots level.

Compensation Package:

Monetary reward and other compensation packages play a significant role in not only attracting talented hands but also in motivating and retaining them. Here, again the position in the units under study is far from satisfactory. Majority of the employees in these units are remunerated under schemes of remuneration which do not qualify to be termed as remuneration
plans or schemes. Recruiting employees from intimate and better known circles without a sound, just and equitable reward scheme is bound to render the employees into a lot where from willing and wholesome response cannot be on sustainable basis. In most of these units remuneration is decided more as a matter of bargain. As such it fails to elicit the desired response. The result is poor performance of these units.

**Recruitment and Selection:**

The finding of the study reveals that there is no proper channel of recruitment process. The decisions like choosing communication method, recruiters and setting required qualifications are rarely found in these small scale industries. Most process of recruitment is on the personal acquaintances. It is needed to note that recruitment in the advertisements, through the employment exchanges help to capture more qualified applicants/persons.

Choice of the right person or selection of right person for the right job is critical and crucial. As per the researcher found from the investigation, most SSI units in the region are using the method of selection based on personal acquaintance, contacts and approaches. A few number of
employees in the units are selected after conducting personal interview. Thus, there is a disappointing picture in the selection of employees.

Work Environment:

Most of the employees in the selected SSI units have medium stage of willingness to exercise their duties towards the accomplishment of organisational goals. Creative thinking and innovative knowledge possessing employees are rarely found in these units. However, in most of the units, majority of the employees are performing their duties sincerely and with patience. The employees have a good friendship with each other and respects the older ones. The workforce in these units are mostly in the group of theory Y type of motivation. Theory X type of employees are found in a lesser number. The researcher found from the survey that most employers feel that the employees are lacking sense of full responsibility for their works. More responsibility is with the employers/proprietors. In most units absenteeism are found due to family work, sickness, ceremonial functions or social obligations. Turnover, employees going out from the units, are rarely found. However, some of the reasons of turnover found from the survey are for further academic studies, joined in private jobs, establishment of their own units and permanently stop as being old.
Humans have their own feelings, views, ideas, idea generating powers, aspirations, perceptions in different points and motivation powers. The employers should have a peep from the beginning i.e. while selecting the employees, the most suitable candidate, the most suitable partner, for the future life journey of the unit. Every employer should select the right person for the right job of the unit.

Fair promotion facilities are seldom found by researcher in the units. Most of the units under study are of small size because of lack of the good and sound organisational structure.
SUGGESTIONS

Manpower Planning and Development:

1. Humans are the main source of industries whether small scale or medium or large. So, the proper planning for Human Resource should be taken up to reconcile an organisation's need for human resources with the available supply of labour in the local and national labour market.

2. A major thrust area in the new millennium would be Human Response Development. Outlays for human response development has to be substantially increased. Policies and programmes in education, training, health and welfare should be restructured to provide a fuller life to the people.

3. The following are the areas which are very must needed to assess, analyse and evaluate. They are:
   i) to assess the requirements for human resources and to generate corresponding supply;
   ii) to build up an educational, training and information structure;
   iii) to meet the present and future demands of human resources;
iv) to achieve proper health standards so as to preserve humans;
v) to measure the costs and benefits of the existing human resources development programmes; and
vi) to develop the responses of the humans available in the organisations, their motivation, perception, aspirations, morale and productivity.

4. Choosing right method for searching potential employees, selecting the right person, for the right job, at the right time and situation will lead towards the development of an organisation and success in its life time. A poor or inappropriate choice will lead the organisation failure, costly to the organisation, demoralising to the employees and demotivating to the rest of the workforce. So, searching and selecting right person for the right job in right time should be consider crucial and should be properly maintained.

5. Interviews, written test, or any form of recruitment process should be conducted to select employees for the right job in the right time at the right place.

The conducting of personal interviews should not be left out. Interview should be conducted whether deeply or a simple, to understand the
response of the applicants/candidates towards the development of the industry. This will enable to select the more fruitful employees and again will help to the organisation having effective and efficient workforce.

6. Every training and development programmes should aim at "To turn the employees into ever fit for the job for all times to come". Any training seeks to sharpen the competence, skill, will, motivation and confidence of the employees in organisational context. The employees should be properly train whether it may be on the job or off the job, or any professional or management training. The training should be properly match with the employees current job, his potentiality of skills and knowledge etc.

The employers should bear in mind that training is required for everybody and everywhere just as a child requires training to grow into an adult, so does an officer need training to become a manager, a manager to become a controller, so as an unskilled worker to become a skilled worker and a skilled worker to become "ever fit" worker in the jobs he possess.

7. The training programmes should be based on the needs of local people,
duration should be both longer and shorter and should motivate the trainees.

8. There should be a scientific system of recruitment. Ad-hocism should be dispersed with.

9. Training and development schemes of employees, which are conspicuously absent, must be introduced not only in letter but in spirit also.

Remunerating the Employees:

1. There should be a well spelt out compensation package for the employees pay, bonus, labour welfare related provisions.

2. Good compensation for the employees is of crucial in an organisation. Employers should regularly examine the payment of wages and salaries. Wages or salaries should be fair and reasonable and payment should be prompt.

3. Above the normal wages or salaries, honorariums, bonus, commissions, overtime payments should be paid. There should be given a room for rewarding for exceptional cases when a worker performs well and exceptionally higher productivity and in quality also. The form
remuneration and compensation should not be misconstrued to refer to the mere wages and salaries.

4. There should be a proper decision for giving compensation, when considering pay decisions regarding pay discrimination, the employer/the entrepreneur should taken care of. He should see and analyse the types of employees, their response, contribution towards the development of the organisation.

5. Time to time published Government policies and regulations regarding compensation should be clearly understood. The provisions of the Acts of Government in this regard should also be properly followed. For an instance, the main provision of Workmen's Compensation Act 1929, relates, for making employees liable to pay compensation if there is a personal injury caused by an employee/worker, regarding time and method of payment compensation; the main provision of Minimum Wages Act 1948 includes fixing and revising of minimum wages and ensuring the right of the employees working in the enterprises, etc.

6. **Human Response Development Through Fair Rewards:**

   The employers should not ignore the rewards that is to flow to the
employees as a result of performance improvement. Attention must be paid to the allocation of rewards to all kinds of Human Resources in the organisation. Any Human Response Development effort will not be sustained, if rewards are not proportionately shared. While allocating the rewards, attention must be paid for both individuals and team contributions. Wages must be match with the needs of the individuals living in a society. The individual response towards the improvement of the units in the long run should also be considered important. Money is not the only reward, attention should be paid to such matters like recognition and praiseworthy to the employees performing better. Thus, Human Response can be properly vitalised and used if fair reward system exists.

Motivation, Morale and Productivity:

1. The work environment of an organisation to be a sound is depend upon the effectiveness and efficiency of the work force. Therefore, the employees should be motivated, there should be good relation between the workers and workers, the employer and employees and within the organisation.

2. Work environment of the SSIs should be clearly analysed and studied through the areas like individual motivation, morale, performance and
productivity; job satisfaction; absenteeism and turnover; social, economic, political and technological conditions; working situations with infrastructure; remuneration and compensation system; personal relationships etc.

3. Development of Human Responses, productivity and handling technological set up largely depends on work motivation which is covered by wide range of factors. Develop strategy for development of workforce, their response, ways and means to remove the surplus and shortage of manpower, suggests ways of building and effective utilisation of skilled people.

4. In the real situation, in most units, adopting approaches and practices towards the Human Response Development is not properly maintained. The employers unconsciously harming their own interests. They have failed to optimal use people's capabilities and potential. Again, they are likely to lose their public image as their attitude and behaviour are incompatible with the changing social perceptions. Hence, approaches and practices for Human Response Development should be properly maintained with the changing social perceptions.
5. As regard to the overall development of the industry, human response should be treated as a social being, consider high motivator in the organisational context. Man is not merely a factor, an input. Man is the motivating force as well as a means for stabilising social order. Brain power of the humans should be developed. The higher level brains, one have, perform and achieve higher level creative activities in any work environment.

Thus, Human Resources and their Response should be treated and placed at the highest level of an industry. All the activities of an industry can not run without the hands and brains of the human working in the organisation. Placing human resources in the first priority for development then other resources in the next priorities will lead an organisation in the development process otherwise it will go in the reverse.

6. Again, workers should be loyal, discipline, patience and competence in performing their duties. Employer-employee relationship, employee-employee relationship, employees-organisation relationship should be so sound and should keep a room for consulting both sides i.e. problems and prospects in the development of the organisation.
7. The morale of the workers is an important factor in the work environment. Low morale of workers reflected in absenteeism, high turnover, sabotage, wastage and spoilage etc. If there is absenteeism, high turnover, sabotage, wastage and spoilage in the industry, the productivity level and the whole work environment will face a loss. So, morale of workers should be improved. There should be proper job for the whole gaps, job enrichment, building responsibility into a job, modification in work, flexible working hours, job sharing and job rotation, etc.

8. Productivity level of workers should also be properly maintained. The productivity levels should be properly maintained and analysed. The exceptional areas should be detected and manage properly. They should be given short term training, the infrastructure should be good, fatigues should be manage and when necessary measures come, right steps are to be taken up promptly.

9. Satisfaction of job is another factor which is taken into consideration. When individuals join the organisation, they perform their duties and they get a feeling of fulfilment or a well established attitudes towards a particular job. The organisation will have a good environment only when the job assigned to respective individual employees are satisfied.
So, plans or schedules for satisfying the employees with their jobs should be maintained.

Work Environment:

1. Good Human relations aspect should not be taken far granted with the notion that 'Small is beautiful'. Rather when small turns ugly it leads to unrepairable damages. As such adequate and constant attention should be paid to nurture the good human relations in the units which is generally found inherent in its small size.

2. There should be laid down policies and programmes to initiate the employees for performing their duties with the best maximum level in performing their duties with high level willingness to exercise towards the accomplishment of organisational goals.

3. The employees should have sound creative thinking, innovative knowledge and given full responsibility to do their duties, to such employees. If it does so, there will be a good figure in production, quality and the work environment.

4. The employees should also be given a room to participate and make decisions or suggestions in the organisational matters. The organisational matters should be consulted by all.
5. The absenteeism and turnover should be minimised. The causes of absenteeism and turnover should be detected and made solutions for the cure of the situation. There should be a strict to the employees to take leaves. Leaves should be given only when the situation is very reasonable.

Man does activities through their body, mind and intellect. All action or work is done twice i.e. first in mind and secondly through physical action. Whatever one does through one's sense organs, its thought has to come in the mind first. Thoughts come in the mind and the intellect decides whether to do it or not. Only after the decision by intellect, the body activity starts. Thus, when one is satisfied by his job, then he will perform it well. Goals are achieved by action done by the self, through mental activity.