CHAPTER - 5
PERSONNEL RELATION -
SOME THEORETICAL INSIGHT
## PERSONNEL RELATION -
### SOME THEORETICAL INSIGHT

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PERSONNEL RELATIONS -
SOME THEORETICAL INSIGHTS

5.1 Importance of Human Resources:

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

The quantity and quality of human resources are modified by such environmental factors as education, training and development. With the help of acquired knowledge and talents, a human being is capable of producing new ideas, developing and improving capital goods and modifying the available physical and financial resources in order to achieve greater productivity, satisfaction and the goals set by an organisation. Capital, national resources, foreign aid and international aid play an important role in economic growth, but none of these factors is more important than an efficient pool of well-educated, well-trained and highly developed personnel, through whose creative efforts the goals of an organisation may be achieved. In this fact lies the importance of human resources.

¹
The handling of physical, material and financial resources is quite different from that of human beings because the latter are not standardized, interchangeable or passive like the resource of the materials or of inanimate objects. Human beings differ from one another in their basic mental abilities, personality, motor abilities, interests, skills, intelligence, attitudes, aspirations, energy, education, qualification, training, experience, and behavior. No wonder Sophocles said “The wonder of wonders is Man, who has infinite capacity to think, to develop, to create, to invent, to feel, to love, to give, to kill, to respect and to hate, analyse or destroy.” Because of these traits or qualities, human beings are complex in their behavior and in their psychological make up; and when they interact with one another in a group or an organisation, this complexity is multiplied.

Moreover, the performance of human beings and their behavior when engaged on a particular job is influenced by intangible psychological and social factors, such as family breeding, education, personal likes and dislikes, emotions, job conditions, the welfare facilities and privileges available to them while at work, recognition of their work, the wages or salaries they receive and, above all, job satisfaction and the material rewards or punishment they receive. To deal with them effectively, therefore, is quite a difficult and, at the same time a very challenging and different job from that of handling inanimate resources. Human beings have to be handled with great care by the personnel manager, who should be expert in the art of what is usually called “Personnel Relations”.

Modern management has been increasingly aware of the fact that
‘human factor’ is the most important of all factors of production. As Douglas McGregor puts it: “Many managers would agree that the effectiveness of their organisations would be at least doubled if they could discover how to tap the unrealized potential present in their human resources.”

Social research has opened up vast vistas of knowledge of behaviour of human beings and of their organised activities. The management should have the pertinent and basic knowledge about human behaviour and interrelationship of human beings. It should effectively and productively influence, direct, counsel and lead the people. A knowledge of the people, their urges and behaviour is the first step in developing “personnel relations.”

5.2 Definition Personnel Relations:

Huneryager and Heckmann define the thus: “Personnel relations as a systematic, developing body of knowledge devoted to explaining the behaviour of individuals in the working organisation.”

The Encyclopaedia of personnel management defines "personnel relations" in these terms:

"The core of its philosophy is that managers respond:

a. to clearly demonstrate interest by management in the work that they are doing and their own opinions thereof; and

b. to the informal social structure prevailing at the workplace. The personnel relations approach, therefore, aims to develop self-awareness in managers, and conscious analysis of group dynamics and behaviour at work."
Present day research emphasises on sensitivity training by having people look closely at themselves and others in unstructured social situations, and on the effect of formal organisational structure on behaviour at work.

The colloquial use of the term 'personnel relations' is normally taken to mean being "nice" to people; it is more correctly used to denote interest in their work and group behavior, which could in fact be emotionally neutral."

Derek French and Heather Saward have defined "personnel relations" thus:

"It is an approach to the theory of management and of organisations that emphasises the individual worker's need for satisfactory relationship with other members of his work group and his need to participate in decisions that affect his work".

In the opinion of Mac Farland, "Personnel relations is the study and practice of utilising human resources through knowledge and through an understanding of the activities,"

Davis observes: "Personnel relations is an area of management practice in the integrating of people into work situation in a way that motivates them to work together productively, co-operatively and with economic, psychological and social satisfaction."

In the words of Scott, "Personnel Relations are a process of an
effective motivation of individuals in a given situation in order to achieve a balance of objectives which will yield greater human satisfaction and help accomplish company goals. 8

Mee feels that “Personnel relations are the medium through which both employees and the company mutually co-operate for the maximum satisfaction of the economics, social and psychological wants of all people having relations with an organisation which has the objective of increasing productivity”. 9

Jack Halloran states, “In its most general sense, the term “personnel relations”, refer to all the interactions that can occur among people, whether they are conflicts or co-operative behaviours. The study of human relations in business and industry is the study of how people can work effectively in groups in order to satisfy both (i) organisational goals, and (ii) personal needs. 10 In other words, the term is usually taken to mean, “getting along with others”. 11

Keith Davis says, “It is the study and application of knowledge about human behaviour in organisations as it relates to other system elements; key elements are: people, structure, technology and the external social system. It seeks to improve people-organisation relationships in such a way that people, structure, technology and the external social system. It seeks to improve people organisation relationships in such a way that people are motivated to develop teamwork that effectively fulfill their needs and chief organisational
objectives. The administrative system integrates the social system (Individuals and groups) with the technical system for improved human results".  

Analyzing the above definitions, we may say that:

Personnel relations is the art of getting along with people either as individuals or as a group. It is the study of the practical attempts to achieve the two separate goals of (i) greater productivity at work, and (ii) greater human satisfaction with the organisation.

5.3 Characteristics of Personnel Relations:

(i) Personnel relations are an integral process through which an individual’s attitude and work are integrated with a view to effecting a willing co-operation on his part in the achievement of the interest of an organisation as a whole.

(ii) Members of the organisation contribute their mite to get individual and group satisfaction.

(iii) The satisfaction desired by an employee may be economic (in the form of monetary benefits), social (in the form of acceptance by and belongingness to, the group), and psychological (in the form of pride, prestige, status, etc.).

Personnel relations are very important because of the many problems and conflicts, which regularly plague people in an organisation. The purpose of personnel relations concept is not to enable one to discover clever techniques for winning friends and influencing people
through personality development, nor to enable one to manipulate people as though they were puppets, but to assist one in working more effectively with other people in organisations.

5.4 Personnel Relations : An Inter-Disciplinary Approach :

Personnel relations are an integrated body of knowledge composed of several elements from different disciplines. Personnel relations is an inter disciplinary field because the study of human behaviour in an industrial or business setting must include the research of several social and physical sciences if it is to be coherent. The inter-disciplinary approach requires an understanding of the separate contributions made by other disciplines and then the integration of that information into a unified whole.

For example, psychologists have done extensive research and experimentation on the relations of the individual to the work environment (particularly job satisfaction, job placement, incentives, testing, and training, counselling and various other works related areas).

The social psychologists, through their scientific study of the behaviour of individuals, have provided an answer to why people behave as they do. Sociologists have made major contributions to personnel relations with their studies of group behaviour and group dynamics. They have strived to develop laws and generalisations about human nature, social interaction, culture and social organisation. Anthropology examines all the behaviour of man which have been learned, including all the social,
technical and family behaviours which are a part of the broad concept of "culture". Their concepts of role behaviour, status and effects, and the influence of informal groupings have proved invaluable in understanding human behaviour in work environment. They give answer to why groups behave as they do. Physiology has added useful information to the effects of monotony and boredom on production processes and total productivity. Economics has contributed both theories and information to a total theory of industrial relations. The science of semantics and the field of information theory have made useful additions to the practice of efficient communications in business and industry.

It should be stated that all these fields have added separate and useful elements to the knowledge of personnel relations. Personnel relations are likewise concerned with the 'why' of the people and their groups. Moreover, in the studies of personnel relations, in addition to why, one also learns 'what' can be done to anticipate, prevent or resolve conflict among organisational members. In other words, "the field of personnel relations is action-oriented, emphasizing the analysis, prevention, and resolution of behavioural problems within organisations." 13

5.5 Objectives of Personnel Relations:

A personnel relations programme represents an attempt at improving employee morale and motivation through an improved three-way communication and through employee participation in the decision making process. Personnel relations seek to emphasise
‘employee’ aspect of work rather than technical or economic aspects. It also seeks to make employment and working conditions less impersonal. On the positive side, the personnel relations approach emphasizes policies and techniques designed to improve employee morale and job satisfaction. It is believed that this is accompanied by increased employee efficiency and reduction in employee unrest.

An understanding of human behaviour can:

1. Assist the manager to develop a better realisation of how his own attitudes and behaviour play a part in everyday affairs;
2. Assist him to develop a keener sensitivity towards the other people;
3. Help him to develop an improved understanding of the problems of reconciling his own interests and capabilities with the needs and goals of the organisation of which he is a part.
4. Enable him to anticipate and prevent problems, or at least to resolve more effectively those that he cannot avoid.
5. Assist him to see things as they are, and not as they should, or as he would like them to be and
6. Assist him to cast aside some of the excess mental luggage that increases his mental load but not his effectiveness.

It is worth mentioning that the term “personnel relations” encompasses two sets of objectives – the goals of the organisation and the goals of the people who work for the organisation. Organisational
goals, such as productivity, growth and profit maximisation are influenced by non-human factors such as the organisational size, structure, complexity and degree of technical sophistication. Human goals, such as job satisfactions, recognition and career advancement are influenced by many different kinds of social and psychological factors, as well as by the organisational condition of work environment. Consequently, because human goals are affected by so many more variables than organisational goals, they are far more complex to deal with and more difficult to satisfy.

5.6 Factors Responsible for Growth of Personnel Relations:

1. Recognition of the dignity of the individual and his personality. The idea that an individual should have freedom of choice and the spread of the idea of decision making by one self, a remarkable shift from the earlier approaches.

2. In modern societies a child is brought up to value independence and encouraged to think on his own and not be dependent on others.

3. Virtual disappearance of owner managers and the growth of professional managers capable of managing according to professional code.

4. Strong organisations of labour at all level, calling for higher skills in communication and participative behavior on the part of the management.

5. Improved standards of living of personnel since their physical
and security needs were generally satisfied, increased participation along could satisfy their emerging social and ego needs.

6. The possible weakening of work ethics, requiring managers to develop new attitudes towards personnel.

7. The changing work environment - greater specialisation and a larger scope of operations - which require a greater degree of managerial effectiveness in working with and through personnel.

8. A significant increase in the general educational level of workers who, as a result, demand more from the employers.

5.7 An Assessment of Personnel Relations:

As we have discussed earlier, personnel relations concept is an interdisciplinary concept, which originated as result of a number of studies in behavioural sciences. These studies revealed that the concepts and techniques of personnel relations approach would prove beneficial if properly adopted by the management in organisations. It has been rightly said that “industrial progress of future will ultimately depend upon how far industry is willing to go in establishing a community of mutual responsibility between the highest paid executive and the lowest paid employees. One of the principal objectives of this personnel relations approach must be this needed integration.” 15 On the other hand, the workers were likely to attain greater job satisfaction, develop greater
involvement in their work and achieve a measure of identification of their objectives with the organisation.

Consequently the scope of personnel relations has been considerably increased-compressing such complex subjects as decision making theory, managerial behaviour- the sociological and psychological dimensions of it, the ethical and morale aspects of such behaviour as "social responsibility of business", and "organisational development".

However, some management authorities have criticised the concept of personnel relations. The criticism has been somewhat on these lines: 16

1. Personnel relations teachings and principles create a group of "happiness boys" who make difficulties for management by putting forward excessive demand for the satisfaction of certain obscure personnel urges and aspirations.

2. Personnel relations cannot be taught as a discipline. A matured and experienced manager can only understand its concepts.

3. Personnel relations experts create situations which generate group dependency and tendency on the part of the management to manipulate the behaviour of their subordinates.

4. Personnel relations techniques breed mass conformity with the working community and thus, discourage individual development.
5. Personnel relations approach has ignored the external economic factors, de-emphasising of class struggle, ignoring the role of unions, and supporting the status quo (e.g. in recommending the identification of the individual worker's objectives with the company's objectives).

6. Chris Argysis has said that "people need not always be friendly and like each other, that the individuals may not be most important part of an organisation, that no one can develop anyone except himself, even that "economic man, may exist".

7. The assumption that if one made one's employees contented, they would remain on their jobs and be productive, has been described by Dainel Ball as "Cow Sociology." It has been said, "there should be more behavioural science less personnel relations." 17

8. Some other assumptions that have been challenged are:

   a) The leader who tries to get close to his men is a more effective leader,

   b) Effective leader is one who avoids hostile and aggressive attitude being directed toward him by his own men; and

   c) Group operations attain greater efficiency if more attention is paid to the informal composition, aspirations, etc.

9. George Strauss while appreciating the personnel relations theories that "they are tremendously insightful and constitute
the single best guide for management action that we have”, has also deprecated the impracticability of action. He observes, “the theories have a dominant humanistic bias and are primarily concerned with inter-personal relations.” He further says, “The approach is still partly normative, i.e., wanting to transform the basic value system of people in industrial and other organisations. This approach tends to ignore the importance of technology, of the prevailing culture of the legal system. Again there is excessive optimism about effecting significant changes in organisations. There is heavy emphasis on face-to-face relations between bosses and subordinates and between members of the work groups. But large organisations have to rely on budgetary control, production schedules and various other control systems and cannot leave anything to internal relations”.

5.8 Scope of Personnel Relations:

The scope of personnel relations springs up from the problems, which have many different causes and perspectives. Halloran has stated these as 18:

1. Every person brings a unique set of talents, ambitions and work experience to a job. These personal attributes change over time, often as a result of the degree of success or failure the person experiences in the work world. Matching so many unique sets of personal qualities to a standardised technology can create problems.
2. The organisational aspects of a company, such as its size, geographic location, economic health, and degree of automation, define the scope of work and the activity in each work division. These frequently arbitrary structural definitions often cause difficulties in personnel relations.

3. Innovations in technology and production methods generally require the restructuring of job roles and responsibilities. Radical changes in basic organisational structure can cause severe strains between workers and management and create intense problems in personnel relations.

4. Promotion of individuals to positions of greater responsibility and authority generally creates a need for changed behaviour patterns between the new supervisors and their former peers that, in time can create personnel relations problems.

5. Inexperienced workers may not be able to perform their role or task in work groups in a competent manner. The time they take to adjust can not only create problems with work schedules, but can also create particular kinds of personnel relations problems between them and their co-workers and supervisors.

The variety of causes of personnel relations problem lead to the conclusion that no one programme or single approach can create conditions for good personnel relations. Therefore, different kinds of programmes would be necessary for dealings with these different sets of problems.
5.9 Basic Themes of Personnel Relations:

The basic themes in personnel relations are related to communication, motivation, responsibility and empathy.

*Communication* is the way in which information and understanding are transmitted – it unifies group behaviour, and it provides the basis for group co-operation. If management cannot communicate effectively with employees, they cannot motivate or lead them. On the other hand, if workers cannot communicate well with the management, they cannot perform their jobs properly, nor can they receive adequate recognition for their work. Lack of effective and good communication in an organisation fails to satisfy people at work.

*Motivation* implies total response of individuals to various motivating forces. People in organisations relate to each other in the ways they do because they are driven by psychological, social and economic forces that have the power to motivate them to behave in particular ways. It is through proper motivation that productivity can be increased and conflicts avoided.

*Responsibility* presumes that management has the capacity to get work done through combined co-operative efforts of others through communication, planning, co-ordinating and controlling the organisation’s affairs.

*Empathy* is the ability to put oneself in someone else’s place and to feel sympathy of that person’s motives and point of view. Lack of
empathy is the primary cause of conflict in organisations, and a barrier to communication.

5.10 Fundamental Concepts of Personnel Relations:

Organisational behaviour deals with a set of fundamental concepts revolving round the nature of people and the nature of organisations.

5.10. a] The Nature of the People:

Regarding people, there are four basic assumptions: individual differences, a whole person, caused behaviour (motivation), and the values of the person (human dignity),

(i) Individual Differences:

Though people have much in common (as they become excited or they are grieved by the loss of loved one), yet each person is different from the other in behaviour, thinking, attitude, likes and dislikes, and other personal traits. Therefore, each individual needs attention or satisfaction of his desires in a particular way. Because of individual differences, organisational behaviour philosophy begins with the individual. Only a person can take responsibility and make decisions. A group is ineffective unless the individuals act therein.

(ii) A Whole Person:

Organisations employ not only 'skill' or 'brain' of an individual but a 'person as a whole'; because neither the skill nor the brain can be separated from him. The main purpose of the management is to develop
a better person in terms of growth and fulfilment. Employees belong to many organisations other than their employer, and they play many roles outside the firms. Therefore, if the ‘whole person’ can be improved, the benefits will accrue beyond the firm into the larger society in which each employee lives.

(iii) Caused Behaviour:

Each individual can and is able to work but he may or may not be willing to work at all for want of fulfillment of some of his needs, or because of a certain work situation or out of mere indolence and lethargy. The management, therefore, should know why an individual is or is not willing to work. That is, he should understand that human behaviour has some cause. The cause of human behaviour is the result of an interaction between stimulus and a person’s own interpretation of the stimuli. Actions of all people are goal oriented and they are motivated not by what we think “they ought to have” but by “what they themselves want”. Until some type of motivation is there, the organisation cannot be made to run smoothly.

(iv) The Value of the Person:

This concept confirms that ‘people are to be treated differently from other factors of production, because they are of a higher order in the universe.’ They need to be treated with respect and dignity. Since organisational behaviour always involves people, ethical philosophy is involved in one way or another in each action.
5.10 b] The Nature of Organisation:

The basic assumption is that the organisations are social systems and that they are formed on the basis of the mutual interest.

(i) Social Systems:

Since organisations are social systems, they are governed by social and psychological laws. Their group as well as individual drives influence social roles and status of the people and their behaviour. Within the organisations, both the formal and informal social systems exist – which are interdependent and influenced by the other. The idea of social system makes the complexity of human behaviour in organisational situation.

(ii) Mutual Interest:

This is concerned with the idea that people perceive organisation as a means to help them reach their goals, while at the same time organisations need people to help reach organisational goals. Mutual interest enables people to act co-operatively in meeting the organisational problems.

5.11 Philosophy of Personnel Relations:

Personnel relations stress the prime importance of getting a job done in an organisation. They recognise the importance of the dignity, integrity and self-respect of the workers. They seek to distinguish between the worker as a mere cog in the machine and the worker as an individual.
A 'Personnel manager' has been compared to "an industrial engineer". If the machinery in a production department breaks down or operates improperly, production stops or goes down, and losses are incurred. The engineer attempts to analyse the defects and tries to remove the malfunctioning of the machine at the earliest probable moment. Similarly, as much time and energy is spent on discovering the causes of human malfunctions, and their correction has to be speeded up to improve productive efficiency. No manager worth his salt can afford to let any malfunction continue for an indefinite period.

The philosophy of personnel relations is expressed in the following ten basic tenets.

1. The industry exists for the individual and not the individual for the industry.

2. An individual enterprise, in its operation, must take full account of the social, spiritual, and economic needs of the individual as an employee, as a stockholder, as a consumer, and as a member of society.

3. Sound company personnel policies and practices must be designed to safeguard and promote the rights, interests and welfare of employees as persons.

4. The relationship of the individual with the enterprise is a basic one- irrespective of whether there is or is not a trade union in the organisation. The policies and activities of government, of unions, or of a management in the field of personnel relations
must be judged in the light of whether they promote or jeopardise this basic relationship.

5. Loyalty is not an 'either-or' proposition. There is no basic inconsistency or incompatibility between an employee's interest in his unit and his acceptance of a trade union membership.

6. The co-operation of the individual in the productive process must be won and deserved. It cannot be forced.

7. Employers should, as far as it lies within their control, work for and provide the maximum degree of economic security for their employees.

8. The individual employee, in respect of his status, rights prospects for advancement, and his economic well-being, is inescapably linked with the success of the enterprise by which he is employed.

9. No policy, whether it is of the management or of employees, which violates or affronts the rights and freedoms of the individual, can long survive in a free society.

10. A free society has the obligation to uphold and safeguard the rights and privileges of the individual and to see to it that this principle is effectively expressed in its policy.

Another authority on personnel management, John Mee, has to say this about personnel relations' philosophy:

1. Give the employee the facts; keep him in the "know" in advance.
2. Do not dominate the employee; let him keep his self-respect.

3. Promote a competitive spirit among the employees, but avoid a fight.

4. Set an example for the employees; they like to respect their superiors. Train supervisors in personnel relations.

5. Consider the employees’ sentiments and social situations; out of these his world is built.

6. Make the worker feel important; appeal to his “mastery “drive. Give him an opportunity not only for advancement but also for expression.

7. Provide reasonable security and safe healthful conditions.

8. Be firm; do not give concessions too easily; let the employee feel he has earned them fairly.

9. Treat each employee as an individual; determine what makes him valuable.

10. Make decision as fairly as possible after considering the available facts. Be particularly objective in making decisions.

It is important to note that a change or improvement in personnel relations can neither be demanded nor ordered by the management, nor can a change in personnel policies (with a view to bringing about better personnel relations) yield favourable results. Good personnel relations
need to by practice by the management. In this connection, the observation of Clarence Francis need to be noted carefully. He says: “You can buy a man’s time; you can buy a man’s physical presence at 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 organisation must be won and deserved; it cannot be “forced”.

It may be noted here that compulsion can be only momentarily effective; but soon thereafter, the pent-up dis-satisfaction of employees may explode and destroy everything, viz. personal and inter-personal relations with the management.

A successful management is that which realises that the people working in an organisation are a valuable asset, which needs to be developed and utilised in the best interest of all. Employees work better not in obedience to compulsion, but on the basis of co-operation; not by force but by persuasion; and not by terror or the rule of fear, but by affection or the rule of the carrot.

5.12 Assumptions Personnel Relations:

There are certain fundamental assumptions in the personnel relations approach as belows:

1. Human beings have not only physiological needs but have other
needs too, which cannot be satisfied by money alone. For the fulfillment of these needs, an understanding of human behaviour is necessary.

2. People tend to do things that bring them satisfaction. The extent to which a given impulse moves a person to work depends on his or her condition or on how much that person is deprived of a particular need.

3. People differ from each other, both emotionally and otherwise; therefore, their behaviour is modified on the basis of their individual differences.

4. People belong to many organisations other than the organisation of their employer and they play a wide variety of roles outside their place of work. If the whole person can be improved, then advantages of this improvement will extend beyond the firm into the larger society in which each employee lives.

5. People should be treated differently from the other productive resources because they are of a higher order. They should, therefore, be treated with respect, and nothing should be done to impair their dignity. At the same time, their aspirations should be respected and their abilities recognised.

6. A business organisation is a social system and, therefore, its activities are governed by social as well as psychological laws.
The behaviour of the people is influenced by their group as well as their individual drives. Consequently, two types of social systems exist side by side in an organisation – the formal and the informal.

7. An organisation needs people, but people also need an organisation, i.e., organisations are formed and maintained on the basis of some mutuality of interests among their members. People perceive an organisation as means, which helps them to attain their goals. At the same time, an organisation needs people to help reach organisational goals.

8. Employees have a variety of expectations to fulfil. For the satisfaction of these expectations, their role as workers and as members of a group should be recognised.

9. People feel satisfaction in work not only by getting money for it, but also prestige, status, independence, security, reward and respect. These must be given when due.

The researcher would like to list the following assumptions:

1. A good personnel relations practice is the product of the manager’s ability to use his experience, intuition, and inter-disciplinary generalisations to guide him in the action he takes.
2. Employee participation is essential for higher productivity and greater human satisfaction.

3. The role assumption stems from a variety of demands, there may be a job-oriented role or an informal group-oriented role.

4. Communication is the nervous system of an organisation. Anything, which impairs the functioning of the communication system, will limit organisational effectiveness in terms of the accomplishment of its goals.

5. Teamwork- is an indispensable element of management practice for organisational survival.

6. Man is diversely motivated. He has a hierarchy of needs, which changes quite often.

7. An organisation is a social system. Viewing the work- situation as a network of variable and interrelated elements is a major feature of modern personnel relations practice for an executive.

8. Executive skills in personnel relations practice can be developed. An executive can be trained to be aware, sensitive and competent to cope with the human problems of an organisation.

5.13 Improvement in Personnel Relations :

In the researcher's view, the management may adopt the following measure to maintain good relations with employees.
1. Create a congenial work atmosphere and pleasing surroundings, arrange for better job facilities by having better appliances. These will improve working capacity, develop enthusiasm and a sense of loyalty towards the organisation. Work satisfaction not only instils a sense of responsibility in an employee but also creates a feeling of belonging, of being wanted, and gives them psychological satisfaction.

2. Provide abundant opportunities for, and better prospects of personal advancement through promotion and growth in abilities through training and development programmes, and various other methods of job satisfaction.

3. Recognise the worth of quality control, reduction in cost, full attendance at work, exemplary safety record, and maintenance of discipline, and co-operation with the management in difficult times. Praise, appreciation and a word of thanks should be liberal when due.

4. Delegate authority commensurate with responsibility and allow complete and active independence to employee. In other words, let them develop the feeling that they have a role to play in the total productive effort; that they have personal responsibility for the accomplishment of certain task; they are personally involved in the work; and that they are an important part of the organisation and not merely cogs in the machine which may be replaced at any time.
5. Give an opportunity to employees to realise their need for status, position, prestige, for directing or ordering other as to what is to be done, for being admitted in the inner group. All these will satisfy their "ego" needs.

6. Give personal attention to the problems of your subordinate, whether they arise out of his job environment or are of a personal nature, by giving them sympathetic consideration, patient hearing, proper counsel, and suggesting alternative proposal for their solution.

7. Establish, implement and utilise proper machinery for the speedy removal of the grievances, complaints and dis-satisfaction of employees. Any neglect of this may lead to a sudden outburst, which may seriously impair the value of the relationship between the employer and the employees. The importance of grievance redressal procedure should not be underrated in improving industrial relations.

8. Have a well-planned communication system so that any changes in the organisation may be known to employee and their views and reactions assessed.

9. Keep the satisfaction of the common interest of the employees in mind and frame policies accordingly. This will ensure the smooth running of the organisation and make for the achievement of the desired goals. Eschew favouritism and nepotism, and
avoid discrimination on grounds of caste, community, sex and religion, for these lower the employee’s interest in his work.

10. Foster a democratic and permissive climate, i.e., get the work done by consultation, suggestion and participation rather than by resorting to authoritarianism, dictatorship, autocracy, and coercion. Encourage participation in decision making by giving your employees “say” in the affairs of the organisation, so that they may have an opportunity to develop and growth, and thus improve their morale, skills and abilities. This participation, however, should be real and not a sham. A real participation may yield handsome dividends; a phony participation is apt to be more of liability than an asset.

11. Develop a positive attitude towards life and the organisation. Change the old assumptions, for they might not suit the changing circumstances. Believe that workers can and do accept responsibility provided that a suitable environment is created for the purpose.

12. Provide an enlightened leadership and set examples by your own actions, and do not preach. Action is far more significant than words; therefore, when a procedure, policy or practice is laid down, you should faithfully follow it, both in letter and spirit.

13. To influence others and win their confidence, it is essentials to cultivate the following qualities.²²
a. Honesty (freedom from fraud);

b. Integrity (Moral soundness, i.e. reasonable harmony and consistency of motives);

c. Truthfulness (render reality accurately without the concealment of any material facts);

d. Loyalty (develop a feeling which rouses and sustains allegiance);

e. Tolerance (the disposition to allow the expression of beliefs, practices or habits differing from one's own);

f. Fairness (freedom from partiality and sense of foreplay and justice);

g. Firmness (not to be easily shaken or disturbed and having a strong will power);

h. Broadmindedness (devoid of any desire to victories intimidates, coerce, terrorise or indulge in character its assassination);

14. Good employee morale and a fair and reasonable wage and salary are complementary to each other. So develop a sound “Wage and Salary Plan”, keeping in view the “going rate in the market”, the nature of the job, the difficulty or ease in performing it, the capacity to pay and the contribution of the worker. Fair and just compensation will give employees a reasonable standard of living and ensure their loyalty and continued good work.
5.14 Steps for Improving and Maintaining Good Personnel Relations:

Managers should adopt the following ten easy steps for improving and maintaining a good personnel relations climate in their organisation:

1. They should know their personnel, for an adequate understanding of subordinates' behaviour on the job and of their private lives and backgrounds may help them to motivate them.

2. They should help the people to want to perform their assigned task, by adopting positive techniques of leadership.

3. They should praise them often and in public, this would have astounding results.

4. They should be sincerely interested in their subordinates, i.e., they should be “human”.

5. They should not be afraid to share responsibility, for it helps to develop and prepare subordinates for more positive positions.

6. They should accentuate the positive, i.e., while establishing rules for employees, a positive approach should be adopted.

7. They should lead, as they want to be lead by setting examples for their subordinates. People tend to follow when they are lead properly.
8. **They should tell the people why things are to be done**, for employees are sometimes able to build constructively on information received from their supervisors.

9. **They should not be afraid of relatively mild complaints from their subordinates**, because these complaints often serve as “safety valves” and help to prevent a more serious eruption later on. They should be alert when complaints are valid and could led to serious difficulties in future if not recognised and dealt with immediately.

10. **They should treat subordinates with dignity and respect**, for such approach tends to foster loyalty, reduce turnover, and enable employees to feel that their jobs are important.

The researcher would like to give a concise laundry list of six requirements of any personnel relations programme:

1. Know what employees consider to be important in their work—their needs any wants;
2. Be a good listener;
3. Develop effective vertical communication lines from employees to management, from management to employees, and horizontally among the workers.
4. Develop wage incentive plans;
5. Set up procedure to handle on the job grievances; and
6. Provide leadership
REFERENCES


11. Ibid, chapter


14. Kossen, Stan, ibid


