

Human Relations

A MANAGEMENT GUIDE

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NATIONAL PRODUCTIVITY COUNCIL

ABOUT NPC

The National Productivity Council is an autonomous organization registered as a Society. It is tripartite in its constitution and representatives of Government, employers, workers and various other interests participate in its working. Established in 1958, the Council conducts its activities in collaboration with institutions and organisations interested in the Productivity Drive. Besides its headquarters at New Delhi, NPC operates through eight Regional Directorates. In addition there are 49 Local Productivity Councils.

The purpose of NPC is to stimulate productivity consciousness in the country and to provide service with a view to maximizing the utilization of available resources of men, machines, materials and power; to wage war against waste; and to help secure for the people of the country a better and higher standard of living. To this end, NPC collects and disseminates information about techniques and procedures of productivity. In collaboration with Local Productivity Councils and various institutions and organizations, it organizes and conducts training programmes for various levels of management in the subjects of productivity. It has also organised an advisory service for industries to facilitate the introduction of productivity techniques.

Recognizing that for a more intensive productivity effort, the training and other activities of NPC, designed to acquaint management with productivity techniques, should be supported by demonstration of their validity and value in application, NPC offers a Productivity Survey and Implementation Service (PSIS) to industry. The demand for this service has been rapidly growing. This Service is intended to assist industry adopt techniques of higher management and operational efficiency consistent with the economic and social aspirations of the community. PSIS is a highly competent consultancy service concerned with the investigation of management and operational practices and problems, and recommendation of measures of improvement and their implementation. NPC has established a special Fuel Efficiency Service. It has set up cells for servicing small scale industries. It has introduced a National Scheme of Supervisory Development under which an examination is held and certificates awarded to successful candidates. NPC also conducts a two-year practice-oriented programme for training in Industrial Engineering for first class graduates in Engineering disciplines.

NPC publications include pamphlets, manuals and reports of productivity teams. NPC utilizes audio-visual media of films, radio and exhibitions for propagating the concept and techniques of productivity. Through these media NPC seeks to carry the message of productivity and create an appropriate climate for increasing national productivity.

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HUMAN RELATIONS

M. YOGA

NATIONAL PRODUCTIVITY COUNCIL
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PREFACE

The experience of the National Productivity Council (NPC) over the last ten years has shown that development of supervisory skills contributes significantly to the productivity of an organisation. In view of the rapid industrial developments that have taken place and are expected to take place in the ensuing years, the present arrangements for the supervisory training in India are altogether inadequate. NPC has launched a nation-wide Supervisory Development Scheme through self-study and enterprise level guidance which will prepare the candidates for a professional qualifying examination leading to the award of National Certificate in Supervision.

Apart from making the necessary arrangements for holding the above examination, and providing the specialist services for supervisory training under the usual terms, NPC is also preparing a number of guides covering the main body of the syllabus to be read along with standard textbooks on the subjects. The main purpose of these guides is to give the supervisors and foremen a basic understanding of the topics in a simple and concise manner so as to provide the basic foundations and promote future studies. A list of such guides and other booklets which are being brought out could be seen on the last page of the cover of this publication.

This guide on Human Relations has been prepared by Dr. M. Yoga, Regional Director, NPC, Madras.

The list of reference books for further studies has been given in the prospectus of the National Certificate Examination in Supervision. It must be stressed here that all these guides are not intended as a substitute for enterprise level assistance for supervisory development in the way of training, demonstrations, seminars, etc., but mainly as an aid to these. It goes without saying that these publications will not only help the candidates preparing for the National Certificate Examinations but also others who wish to have some basic understanding of the subjects. It is hoped that managers of all forward looking enterprises will make an all-out effort towards training their supervisors and skilled workers.



(G. R. DALVI)

Executive Director

National Productivity Council

HUMAN RELATIONS

Jobs

Every job in an organisation has three important aspects. The *technical* aspect refers to knowledge and skills, which may range from very simple to highly complex ones. The *physical* aspect consists of location, objects and working conditions. While some working conditions are excellent from every point of view, others are dirty and dangerous. The *social* aspects of a job includes other employees, customers and their social demands which must be met by anyone who is to perform adequately in the position. These three aspects combine to mark the status of any employee. They determine what kind of work he does, where he works, under what conditions he works and the people he comes into contact with. The performance and job satisfaction of an employee depend upon the type and degree of adjustment he makes to these aspects of a given job. He wants to find and needs satisfaction in all the three aspects.

The technical aspect has attracted considerable attention, resulting in massive efforts being made to match the individuals with suitable jobs. The problem of selecting right type of employees involves indentifying salient qualities of individuals, jobs and work group, followed by appropriate placement. A large number of tests and special procedures are available to assess the knowledge and skills of applicants for jobs. It is essential that a person possessing the required qualities in adequate degree is chosen for any given job. The most difficult aspect of matching men and jobs is correct group assignment. If a worker does not come to feel that he belongs to the group he is assigned, he will not be a happy worker and in the long run he is not likely to be a satisfactory worker. Even if his performance meets the standards set, his interaction with other workers is quite likely to be disruptive of either his morale or that of his group or perhaps both. Eventually social mal-adjustment leads to grievances, conflicts, dissatisfaction and unsatisfactory performance on the job. Physical working conditions play no less a part in the type of adjustments made by the employee and his performance. Good working conditions provide facilities, promote efforts and are indicative of management approach to employees. Poor facilities at the work place lead to indifferent attitudes, annoyance and conflicts. All the three key aspects of a job are viewed in personalised terms

by the employees and have social implications. The personal and social factors influence the performance of individuals, groups and organisations to a considerable extent.

Individuals

The most obvious thing about people is that all are different. No matter how much supervisors wish to treat all subordinates alike, no matter how much they try to be consistent, it is quite impossible : for the fact remains that all workers are different and the supervisor needs to take their differences into account in all his dealings with them. Though this principle of individual differences is basic, supervisors may fail to take note of it. Practically everything a supervisor does or should do is influenced directly by what he knows of his men. He studies their behaviour, which is the dynamic expression of their needs and problems, so that he can work with them and they with him. Comprehensive knowledge and understanding of individuals is essential for establishing and maintaining effective relationships. Lack of confidence and enmity usually stem from the failure of people to understand each other. Mutual adjustments required for team work can be made on the basis of mutual understanding of needs, motives and problems of individuals.

It is necessary that individual characteristics are considered before a supervisor attempts to control actions of his subordinates. It is found that some employees are far superior to others in their performance. A few may be far below the average performance. The extent of variation depends on the kind of operation, size of the group and how carefully the workers have been selected and trained. Even though all of them have had approximately the same amount of training and experience, there may be wide differences in their capacity to produce. Production and efficiency differences are usually greater in the highly skilled and complex operations than in the simpler ones. It is to the advantage of a company to deploy men whose performance is high for quality jobs and to transfer poor producers to work which they can do better. Effective remedial action is based upon identification of problem cases, analysis of causes and consideration of alternative solutions.

Restricted production indicates that employees with higher ability to produce are not working at their peak. This may be caused by fear of retrenchment, hostility to management and pressure from other employees. When employees are not interested in their job, when they are not motivated to use their abilities and when they are frustrated, they are apt to slow down, no matter what work they do. Study of causes and individual performance provides a rational basis for planning remedies. Once the employees giving lower than usual production are identified, action on the group may need to be coupled with action on individual cases. Decision regarding the nature of action and the way of approach to the group as well as to individuals is based upon management's understanding of individuals composing the group.

Proper training and experience ordinarily result in improved performance. However, training and experience nearly always widen the differences between individuals doing complicated tasks. On such jobs, workers with greater original aptitudes usually far outdistance those less talented, even though they all have had the same training. But on simple operations, training sometimes brings workers closer together on production. Training yields better results, when it is geared to the needs of employees and imparted through appropriate means. Design of training depends upon what we know about the trainees. Study of individuals reveals that training can improve them to the extent that they are capable of learning. Such ceilings for training are thought to be set by heredity. Understanding the potentialities and limits of improvement is a valuable aid in adjusting training to the needs of individual trainees.

It is impossible to list the hundreds of ways in which individual differences of workers affect supervision. Information contained in the application is not enough to place the employee on a suitable job. More must be known about his aptitudes, interests and personality to match the right employee with the right work. The employee who lacks ability will probably never learn the job. He will feel frustrated at every turn; the errors he makes will reflect on the supervisor. On the other hand, the overqualified employee soon becomes bored with his work and resorts to horse-play, day-dreaming or resignation. When a supervisor is asked to recommend persons for promotions, he must know a great deal about his men, if he is to be fair both to workers and to the company. How to issue orders, how to discipline men and what standards to set are but a few of the reasons for the supervisor to cultivate an extensive knowledge of his subordinates. If a supervisor is able to recognise the differences among his men, he will be able to understand and help them better. It is the way to build friendly relations and gain co-operation.

Groups

People within a business organisation do not generally behave as isolated individuals. They are either formally organised into groups or come together voluntarily. A substantial proportion of persons in a company are members of more than one work group. As a consequence there are linking functions to be performed and relationships to other groups to be maintained. All persons in a company belong also to groups outside the company. For most persons, membership in several groups both within and outside the company is the rule rather than the exception. This means, of course, that no single group, even the highly effective work group, dominates the life of any member. Each member of the organisation feels pressures from membership in several different groups and is not influenced solely by loyalty to any one group. Since the different groups to which the person belongs are apt to have somewhat different and often inconsistent goals and values, corresponding conflicts and pressures are created within him. To minimise these conflicts and tensions, the individual seeks to influence the values and goals of each of the different groups

to which he belongs and which are important to him. In striving for this reconciliation, he is likely to press for the acceptance of values most important to him. The individual being the unit of any group, his behaviour is largely determined by his traits, attitudes, needs and motives. At the same time he is greatly influenced by the powerful forces of his group. His personality is never completely lost in group action. However, in many group situations, particularly critical situations, the individual's actions are different from his actions when alone. The behaviour of workers, supervisors and managers can be best understood and predicted through analysing the relationships among those who share some common group membership. The behaviour of groups is important at every level in the organisation, as it affects work relationships and degree of cooperation among different employees. Supervisors should, therefore, understand the fundamentals of group attitudes and behaviour.

The craving for respect and approval from his colleagues is so strong in man, that he will adopt or modify his behaviour to be in harmony with his group. When the individual's needs and desires are similar to those of his group, he identifies himself with other members easily and wholeheartedly. He may do this sometimes even when the group's desires are likely to conflict with his own.

There are always a number of informal groups in any organisation, bound together by subtle social relationships. Cliques, gangs and other informal groups are composed of few individuals who have some common interest which is often removed from actual work. These small groups may come together to form larger groups with some common cause or goal. These goals of the group have powerful influence on the behaviour and morale of the group as well as its individual members. Group goals frequently are not understood by management; indeed they are not always clear to the group itself.

Groups seek their own leadership from within the group. In almost any situation, some member of the group assumes or is informally appointed to leadership position. He retains his position as long as he is able to carry the group with him to gain its objectives. Different situations produce different leaders. This informally chosen leader serves as a spokesman and source of information for the members of the group. His leadership is not necessarily based on his popularity. It depends on his possessing qualities which the group believes the occasion demands. The real leader of informal groups can be discovered by the techniques of sociology which seeks to measure social forces and influences within the group. Often the leaders of informal groups are different from leaders appointed by the organisation. The task of bridging the gap between formal grouping and informal grouping of individual members falls within the area of supervision. Understanding the nature of existing groups, their inter-relationships and objectives, aid in channeling the activities of the group towards coordinated performance and mutual job satisfaction. It also helps in solving problems of inter-group rivalries which result in poor perfor-

mance and ruffled feelings.

Superior's skill in supervising his subordinates as a group is important to successful performance. The greater his skill in using group methods of supervision, greater are the productivity and job satisfaction of his subordinates. Proper frequency of work group meetings, as well as the attitudes of the superior toward the ideas of subordinates promote harmonious group action and group supervision. The same pattern is applicable at different hierarchical levels. Superiors at every level influence their subordinates' evaluation of them by the frequency with which they hold meetings and the extent to which they display interest in the ideas of subordinates. Treating employees as intelligent human beings rather than work-hands develops mutual respect and a sense of belonging. An atmosphere of approval and encouragement leads to continued good performance even when supervisor is absent from work spot. They apparently develop within the work group the expectation, capacity and goals required to function effectively whether or not the supervisor is present. Productivity can be increased substantially and waste correspondingly lessened when the goals of work group are consistent with the objectives of the organisation. But some work groups can have goals which will influence productivity either favourably or unfavourably. Group forces are important not only in influencing behaviour of individual work groups with regard to productivity, waste and absence; they also affect the behaviour of entire organisations. These facts indicate that significantly better results are obtained when an organisation uses its manpower as members of a well-knit, effectively functioning work group with higher performance goals, than when its members are supervised on an individual, man to man basis. This pattern of organisational functioning tends at present to be the exception rather than the rule. The use of co-ordinated efforts of well-integrated work groups to achieve organisational objectives apparently requires greater leadership skills and a different approach to management.

Organizations

For people, life in organizations is not very different from life on the outside. However, certain aspects of work organization exert subtle pressures on individuals and groups. Some of these effects are bad, either because they damage people or because they interfere with the problem-solving activities of organizations. Perhaps more of the bad effects outweigh the advantages of control and economic integration that the same aspects also provide. Several devices and procedures have been developed for dealing with problems generated by individuals' liking in organizations.

All organizations are shaped more or less like pyramids—with a broad base, narrowing towards the top. This narrowing design, coupled with offer of greater rewards at higher levels combine to create competition for advancement. While such rivalry stimulates superior performance, it is likely to result in interpersonal conflicts,

unethical behaviour and non-coordination of activities. If emphasis on competition often causes trouble, the simultaneous demand for cooperation causes further

FRAMEWORK OF SUPERVISION

Supervisors

A supervisor generally has more responsibility than he can personally carry out. He usually gets jobs done by his subordinates. His job involves wide and varied contacts with different groups and individuals in the organisation, who influence the area and style of his work. The framework of supervision, determined by organisational structure, policies and contact groups, make a demand on supervisors to make necessary adjustments to the situation and develop effective techniques of getting work done through other people.

It is often said that the position of a supervisor is a central one in any organisation. The workers experience management, primarily through the supervisor who is their immediate superior. He inducts, trains, instructs, compliments and rewards his workers. He maintains daily and intimate contacts with them. He is the ever present reminder of management. It is through him that management make contact with workers on a daily basis. He conveys to workers decisions, views and problems of the management. He is an important link in the chain of command. In this position, there is a built-in need to look in two directions at the same time. The location and description of supervisory job indicates that he is a key man in the middle. Yet supervisors consider themselves as marginal men, placed on a side or on the margin of the primary relationship between management and workers. It is clear that the popular description of supervisory role does not agree with the practical experience of supervisors in the work situation.

The size of an organisation, the location of decision-making and focal points of employer-employee relations are considered as significant in determining the role of supervisors. Presence of many levels of supervision and many specialized staff departments in a large organisation, restrict the area and authority of the supervisor. They tend to make relationships indirect and impersonal. Lessening of personal contacts and knowledge creates a feeling of insecurity. But the supervisor in a smaller unit retains broad powers and is therefore of considerable importance in managerial activity. He is supposed to play a key role in management-worker relations. While in a larger organisation managerial activity is assigned to higher levels, in a small unit all authority is concentrated in one person. In both cases the role of the supervisor

is that of transmitter or interpreter to workers. The situation in larger organisations is generally recognised. But the concentrated authority of owner-manager in small organisations has not been sufficiently recognised. Irrespective of size, it may happen that supervisors are relegated to non-managerial positions. The contribution of supervisor to employer-employee relations may be a passive one. The real issues are settled between management and union representatives and supervisor is expected to conform to the joint decisions of these representatives. The supervisor is viewed as the recipient of union-management agreement or conflict, rather than as a positive contributor to mutual cordial relations. This picture of passivity differs sharply from the common assumption that supervisor is an active force in promoting harmonious relations. All these facts indicate that a wide variety of factors influence supervisory role, which reveals certain common features. A study of common trends in supervision helps in analysing and appreciating the underlying causes.

A Supervisor is likely to feel helpless and ineffective in a situation where contradictory demands are made on him. The workers expect technical help on the job, fair treatment, and sympathetic interest from the immediate superior while the management expects loyalty, exercise of authority and maximum possible production. A supervisor finds himself in a tricky position, compelled as he is to serve two masters—to perform two sets of tasks, the task of technical production and the task of maintaining social authority. Effective supervisory performance depends on the extent of co-ordination and compromise that the situation admits. To a very considerable extent, the approach and techniques adopted by supervisor determine the effectiveness of performance and achievements.

Not only should the supervisor know more than his old-time counterpart about jobs supervised and their management, but also he has to relate himself to a wider range of people. In any organisation, the supervisor is likely to be interacting with his superiors, with certain staff specialists, with heads of other departments, with his subordinates, workers and union representatives. Exploration of these relationships as they influence his performance, makes it easier to understand how a modern supervisor feels in his everyday life.

Superiors

There is probably no relation more important and more delicately balanced than that of the subordinate to his immediate superior. It is in the relation between a subordinate and his immediate superior that most breakdowns of co-ordination and communication between various parts of the organisational structure finally show up. It is here that distortions of personal attitude and emotional disturbances become more pronounced. The importance of this relation and consequences of mal-adjustment are matters of common observation. Personal dependence upon the views, decisions and whims, in some cases, makes supervisory position basically insecure. He

feels a constant need to adjust himself to the demands of his superior and to seek his approval. He tends to evaluate everything he does in terms of his superior's reaction. He tends to evaluate everything his superior does, in terms of what it means to mutual relations. In some cases, this pre-occupation with what the superior thinks becomes so acute that it affects virtually all his actions and his interpretation of events. He may refrain from doing anything for fear of drawing disapproval. Considerable time is spent in anticipating reactions of superior and figuring on explanations and acceptable reasons.

It is hard to realise how little attention has been paid to this area by those who are interested in improving efficiency of organisational performance. If we add up the manhours spent by subordinates, both on and off the job, in preoccupation about what the superior thinks, the total would be staggering. It seems that modern organization, which prides itself so much on its efficiency, has aggravated rather than reduced the amount of this preoccupation with disastrous consequences for health and efficiency of supervisors. The crux of the problem is that supervisor is constantly faced with the dilemma of having to keep his superior informed of what is happening at the shop-floor level and concerned to communicate this information in such a way that it does not bring unfavourable criticism on himself for not doing the job correctly or adequately. Discrepancies between the way things are at the shop-floor level and the way they are represented to be by management cannot be overlooked and yet supervisor feels obliged to overlook them when talking with his boss. This situation creates a conflict in the mind of supervisor, making his job difficult. Each supervisor resolves the conflict in terms of his personal history, personality, temperament and necessities of the situation. Some shout out in the face of this situation; others are reduced to stony silence, feeling that anything they say does not make much difference or likely to be held against them. Some keep out of the superior's way, while others devise all sorts of ways for directing his attention to certain things they have accomplished. Efforts are made to present the existing situation on the shop-floor as if it is just the way it ought to be; nothing else is possible nor desirable. Most supervisors, wanting to be secure, resolve the conflicts and maintain good relations with superiors by acting strictly in accordance with the specified duties and rules. In spite of what this may lead to in his relations to workers and other groups, his relations with superiors at least are not damaged. The supervisor is in effect forced to focus attention upward to his superiors and their powers to make or mar him, rather than downward to his subordinates and their problems. So rigid does the conditioning of supervisors and their superiors in the organisation become in this respect that it is almost impossible for them to pay attention to the concrete human situations below them, rich in feelings and problems. As a consequence human relations are not recognized as a vital part of work performance at any level. A disproportionate degree of attention is concentrated on production schedules, workloads, manhours and costs.

Specialists

Also of extreme importance are supervisor's relations to the technical specialists who originate the standards of performance which he is expected to uphold and to which his subordinates and workers must conform. These specialists are the chief sources of change at the work level ; they suggest planned changes at a more rapid rate than can be assimilated by the shop-floor personnel. With the introduction of modern techniques involving accurate measurements, estimates and judgments are replaced with clear-cut targets, procedures and evaluations. Consequently these specialists become a constant source of threat to the feeling of security of supervisors as well as subordinates. These men affect and often make his relations with workers more difficult. Specialists also provide reports to management which can make his relations to his boss exceedingly uncomfortable. Sometimes these technical specialists short circuit supervisors by providing information direct to his superiors who may put pressure upon him. Each superior can request explanations from or give orders to, his supervisor based on such information. It is possible that supervisor is unaware of the report made by specialists until his superior initiates action. The result of this situation is worry, preparation of explanations and a feeling of helplessness. Lacking knowledge of techniques, convictions and enthusiasm for change, a supervisor finds it hard to implement the planned changes. His understanding, feelings and views are closer to those of workers than of management. Yet he is expected and desired to function as a member of management team.

Colleagues

By the very nature of work in an organisation, a supervisor often has to work closely with his colleagues. These lateral relations are not formally defined and their functioning depends largely upon informal understandings among supervisors. Thus the nature and degree of co-operation which a supervisor is likely to obtain from another is largely determined by their interpersonal relations. Here again the views of superior affect supervisor's relations to his colleagues at the same level. Although all supervisors have equal formal status, they do not enjoy equal informal status. The individual supervisor's relative status is determined by such factors as age, service, reputation and social standing. But the chief determining factor is his direct relation to his superior. Not only the supervisor's need for security, but also the closely allied strivings for status and recognition are therefore directed to his superior. He needs to feel close to him because this relation supports or weakens his relations to colleagues and subordinates. Thus he may be constantly comparing his relation to superior with that of his colleagues. He may compete with others or show disturbed behaviour in the work situation. Such events may impede rather than facilitate cooperation among supervisors. This situation can become a constant source of problems for the superior.

Subordinates

It is in relation to the workers that supervisor's position becomes especially

difficult. The problem of getting smooth operation becomes acute because he has to uphold, at the work level, the standards, policies and rules which have been originated by other groups and see to it that workers conform to them. This is not an easy task, because people do not like to conform to matters when they have no say in them and when they feel their point of view is not taken into account. This is not a popular way of evoking spontaneity of cooperation. But supervisors as well as workers are repeatedly exhorted to conform to conditions over which they have very little say. Often these conditions fail to take into account what is of vital importance to men in their work situations. This state of affairs may distort a supervisor's need for security, recognition and personal integrity. It makes his job in relation to his workers very difficult. He is forced to a position of either getting the workers' cooperation and being disloyal to management or of being loyal to management and incurring the displeasure of subordinates.

Situation

At the bottom of an organisation are the employees who are in general expected to conform to policies, procedures and changes which they do not originate. Too often the attitude is that employees are supposed to do merely what they are told and get paid for it. Directing them is a group of supervisors who administer the standards of performance, policies and procedures determined by other groups. One such group is that of technical specialists, who originate better ways and better standards through which economical performance of the organisation can be better secured and more effectively controlled by top management. A group of top management men who are in charge of overall direction of the organisation assumes that the major inducement they can offer to people to cooperate is money. The implication is that employees are individuals who are only interested in the pursuit of profit and pleasure.

These rigid views and methods of approach make people in one group feel that they are excluded from the activities of the other groups, thereby preventing wholehearted participation of all groups in fully attaining the organisation's objectives. These rigidities have serious consequences for satisfactions of individuals. Man's desire to belong to a group is constantly being frustrated. Things that are important to him seem to be disregarded. Opportunities for personal and social satisfaction are denied. As a result of being constantly deprived of real social inter-relationships and basic human satisfactions which comes from it, the employees become restless and dissatisfied if not openly resentful and hostile. So, like any human being, he expresses dissatisfaction in a number of ways : by being absent, by restricting production, by violating rules or by resigning.

In this environment, the Supervisor is faced with the dilemma of getting out production and creating job satisfaction. Separated from management as well as

his men, dependent and insecure in his relations with his superiors, he is asked to cooperate. He is expected to be fair and friendly, but is not provided with necessary facilities to come up to the expectations of his superiors as well as his subordinates.

Approach

Faced with difficult situations, a supervisor is likely to long for adequate power to deal with the problems. He wishes for formal authority being delegated to him. Formal authority does provide a supervisor with power to modify performance and behaviour of subordinates. But power to influence behaviour may also derive from other sources, largely from the skills, personality and experience of the changer. Restrictive authority is used as a tool for coordination and control. Its advantages lie in simplicity, speed and in personal gratification to supervisors who feel unsure of themselves. It also results in establishing a minimum level of conformity by all subordinates to the superior's standards. A major difficulty inherent in authority is the probability of secondary changes in attitude, along with desired changes in action and behaviour. Restriction may result in frustration, followed by aggression towards the superior. Restriction ensures only a minimal amount of desired behaviour change while provoking increased hostility and decreased feed-back information. Frequent use of restrictions destroys relationships.

Authority as a restrictive mechanism seems to be most useful in short-term, specific situations where subordinates' retaliatory power is minimal, where change sought is in terms of specific action and where restrictions are not frustrating. The authoritarian approach to influence the behaviour of subordinates is motivated in part by needs for order, efficiency, and control. It assumes that the subordinate is less competent than the superior and will accept to live by impersonal rules and social contracts.

A more effective approach lies in recognising the importance of work relationships and motivating the employees to recognise the need for changes. This recognition leads to necessary changes in the situation, individuals and their views. The role of the supervisor is that of a promoter and helper in bringing about changes. The employees concerned take the major responsibility for effecting the changes. It seems a good way to change and control people without much call upon authority. This method appears to be uncontrolled and uncertain, but with practice it can be quite effective in dealing with organisational problems. One of the most important advantages of the supportive method is that it tends to become easier with time. Subordinates who have been changed by this method are likely to develop confidence in the superior that make future changes in relationship easier. Such feelings of confidence may even allow the superior to use authoritarian method effectively, because it is no longer seen as frustrating.

COMMUNICATION NET-WORK

Introduction.

People begin, modify and end relationships by communicating with one another. Communication is their channel of influence and the mechanism of change. In industrial organisations it has become popular to communicate about communication—to talk and write about the importance of communication in problem-solving, team work and human relations. The emphasis on communication is appropriate because it is indeed a critical dimension of organisation. Most studies of employee morale indicate that in-plant communications is a subject of common criticism. Failure in operations and team work are frequently attributed to the fact that instructions, orders, information or the decision did not reach some members of the team. The concern of managers, supervisors and employees about communication reflects the widespread recognition that effective communication is essential in team work. They express the conviction that the various means and media of in-plant communications have not measured up to the task of unifying and informing all members of the team.

Getting and giving information is essential to the Management of an enterprise. Where people work together, timely and adequate exchange of information serves to coordinate their work and provides means for continuing cooperative activities. Communication includes all the ways in which employees try to pass on their ideas and feelings to others—spoken words, written words, pictures and gestures. A Manager or Supervisor is communicating when he is receiving orders, giving instructions and reporting. These are mostly face-to-face communications; it is talking and listening that he does with his subordinates and superiors. At the higher levels of any organisation, more of written communication is used. This trend is seen in certain areas of work such as accounts and production planning. Whether oral or written, communication consists of flow of information that people need and want, if they are to get the job done right through team work. It is for the Manager, Supervisor or employee to make himself understood and to find out what the other person means. To do it effectively, it is necessary to know efficient ways of communicating as well as the difficulties in getting his ideas across clearly.

Three-way Communication

One-way communication has some advantages in speed over the three-way. It

also has the advantages of protecting the sender from having to recognise his own faults and protecting him from some of the more complex problems of managing. Three-way communication has the advantages of greater accuracy and greater feelings of certainty for the receiver. But three-way communication involves some psychological risks to the defences of the sender. Three-way communication also means more work for the sender in managing problems in maintaining and expanding the system.

Management communication flows down the channel or chain of command in the form of policies, plans and orders. It is important that these communications go down the line to all persons concerned speedily and accurately. In passing information down the line, the people at each level originate directions and interpret information. The interpretations are likely to be homogeneous to the extent the original orders are clearly stated. A man cannot do a good job of carrying out instructions, if the information that comes down to him is incorrect or incomplete. The effectiveness of communications from above in steering the work of different groups in the organisation depends, to a large extent, on their clarity, relevance, realism and perspective.

Compliance with orders from above can be minimum or maximum—grudging or willing—depending on the will of subordinates to cooperate. Of the many factors that influence a man's will to work, one of the most important is his desire to be heard in matters affecting him. So it is necessary to have channels of communication up the line as well as down it. This is specially important in view of the fact that any industry is essentially an autocratic institution, with orders going down the line and accountability going up the line. It requires special efforts to develop formal and informal procedures to ensure a steady and adequate flow of information from below upwards.

A common approach is essential for implementing the policies and decisions of management. Wide variations in the interpretation and implementation of orders will necessarily lead to departmental and personal conflicts, resulting in many fresh problems. Horizontal communication provides help in building homogeneity of approach. This procedure also helps in mutual understanding and adjustment, required for effective team work. As an example, mutual adjustment between production and maintenance departments enables each to turn out a better performance.

Barriers

There are a number of barriers to the flow of information up, down and across, such as authoritarian climate, indifference of superiors, wrong media, prejudices and fears. Many employees are afraid to ask questions of superior—afraid of appearing dumb or insubordinate. Nobody wants to tell the boss about failures or mistakes. A man looks like a blunderer if he tells his own mistakes, and he is an

informer if he tells someone else's. Many of these fears seem to come from lack of trust and self-confidence.

Some employees are interested in passing on information, while some others stop communicating up the line because no action was taken on previous communications. Further, some superiors think they need not be told because they know what the subordinates think. The superiors' attitudes determine to a great extent the kind of information they get from their subordinates. It takes courage for a subordinate to tell his boss the whole truth. If the boss does not encourage frankness, information may be selected to please him and bad news may be withheld until he finds out for himself.

The existence of formal channels help, to a considerable extent, the free flow of information. In the absence of formal channels, rumour is likely to predominate. It is common experience that rumours contain distortion, misrepresentation and exaggeration of facts. Quite often rumours are floated, out of fear, anger and jealousy. It is essential to size down rumours to facts. An additional barrier to free flow of information is lack of time and pressure of work.

Keeping the Boss Informed

There is a great deal of day-to-day information that the Supervisor or the Manager is expected to supply to his boss. The boss wants to know whether work is progressing according to plans, what difficulties are being experienced, what improvements can be made and if there is any trouble brewing. He should be supplied with complete and accurate information to enable him to take correct decision. It is essential that the boss is protected from being caught unawares. He should be kept informed about the progress of work and problems as he holds the responsibility for the complete job. While reporting, the subordinate has to guard against the natural tendency to over-emphasize good aspects and playing down unfavourable aspects of a situation.

Keeping the Subordinate Informed

It helps the employee to carry out his jobs satisfactorily when he is informed fully regarding jobs allocated to him and the authority delegated to complete them. A periodic discussion about the progress and the problems encourage the employee to carry on his duties with a feeling of confidence and satisfaction. Prompt information on any changes with reference to the jobs allotted, authority given and latest developments promotes better coordination. Such changes are more acceptable when they are done in consultation with the employee concerned. However, communication of changes should be made, together with the reasons. Abrupt and inexplicable change creates a feeling of resentment and consequent reactions. The employee is keenly interested in knowing how his performance is measuring up to the expectations of his boss and to his career advancement. The career prospects and monetary gains

are as important as responsibilities and authorities from the point of view of the employee. It is necessary that the superior takes note of this aspect and keeps the employee informed of his efforts and success/failure in catering to his need. When a superior makes the effort voluntarily, the effect on the subordinate is most favourable. It builds up trust, loyalty and mutual regard between superior and subordinate.

Communication Techniques

There are several formal media of communication which are being widely used in industrial situations. Choice of the media would depend upon the material, persons and situations.

Meetings

A large number of companies have established Production Committees, and Joint Consultation Committees, with a view to exchanging views and keeping the different groups in the organisation informed of their decisions, actions, problems and benefits. Though the Committees are serving a useful purpose, there is scope for improving their effectiveness. Choice of members, agenda, procedures and follow up are areas which need to be examined and improved.

Notice Boards

These are found in every organisation, but very few of the boards are attractive and effective. Probably the commonness of the media has resulted in its not receiving proper care. The location, style of display and the matter displayed over considerable scope for improvement.

Oral Personal Contacts

This is done daily in every work spot. The exchange of information through this media is not only widespread, but also plays a very significant role in determining the degree of cooperation and efficient performance. The informality of such contacts is an asset to the organisation. The daily visits of supervisor and management personnel to the work spots is an accepted convention. It has been found that timing, frequency, and content of the discussions make a substantial contribution towards the effectiveness of the visit.

Statements and Reports

Considerable paper work is done in industry and business. A part of this work is standardised in the form of statements and reports. Another part consists of correspondence which varies considerably with the parties concerned and the subject matter. In both types of paper work, improvements have been made through redesigning and standardisation of forms, introduction of colour schemes, delivery and despatch systems and improved procedures. All these contribute to ensuring relevant information being conveyed to all the concerned persons on time.

Suggestion Plans

Increasing number of organisations are trying out suggestion plans to gather useful ideas from people who have thorough knowledge of their jobs. Employees gain expertise as a result of long experience and are in a position to offer useful ideas for solving problems on the job and improving the performance. These ideas are periodically gathered and persons whose ideas are accepted are rewarded with money, prizes and social recognition. One of the problems of this method is that considerable efforts are required to keep the plan active and useful. Most of the organisations have found that their suggestion plans are losing effectiveness very quickly.

Employee Booklets

The bigger companies have published booklets containing company information. These booklets are supplied mainly to the new employees and also to others. The purpose of providing a booklet about the company is to satisfy the natural desire of the new employee to know the highlights of the company. They are usually very well written and attractive. It is essential to ensure that informal oral communication supplements the booklet in any programme of induction.

Exit Interview

An employee who is leaving a company generally feels free to express his views regarding his work. A senior officer may arrange to meet him for a brief discussion regarding the various aspects of his work in the organisation, knowing that the employee is likely to bring up a large number of complaints. Repeated exit interviews have revealed important weaknesses in the organisation, thus providing the basic data for further investigation. There have been some cases where as a result of exit interviews, an employee decided to return to the organisation. This is welcomed by the company, particularly when he is a good employee with long record of service.

Attitude Surveys

Information regarding the way employees feel about various aspects of the organisation, such as policies, practices, problems and possible improvements are obtained by means of a questionnaire followed by personal interviews. This may be done either by a committee consisting of officers of the company or with the help of an outside consultant. These surveys involve a high degree of skill in framing the questionnaire and conducting patterned interviews. It is usual to conduct the surveys at intervals of a year or two. These surveys give an opportunity to employees to pass on their views and problems to the Management in an anonymous manner. This is a useful device which can be applied by organisations.

Conclusion

The inadequacy of communications within the organisation is not a condition that has suddenly appeared. Most firms have recognised some of these communica-

tion problems for many years. Much of the attention devoted to the idea of decentralisation reflects the recognition that intra-management communication has not been satisfactory in larger organisations. Current problems of intra-organisation communication involve much more than the difficulties of keeping management informed of current production, finance and such other matters. They indicate the desire of supervisors and rank and file team members to be informed and to be heard. These problems appear in organisations of all sizes. Such problems will not be solved by compilation, analysis of data and despatch of information. They are indicative of fundamental human interest in participation and in harmonious relations. They grow out of the fact that enthusiastic team work and human relations require a continuing feeling of belonging on the part of members throughout the entire organisation. This feeling, in turn, necessitates a reciprocating type of communication.

LEADERSHIP

Problems

The leaders in industry are not chosen by the employees but are appointed by those higher in management. The employees have not come together voluntarily, to achieve common objectives of an organisation. They were appointed to carry out assigned tasks. All of them are there to earn a livelihood and satisfy needs. The nature of the situation is such that the objectives and approaches of individuals comprising an organisation are not integrated. There are some very special problems faced by a leader in such a situation. The leader, by reason of his position in an organisation, has the job of directing the activities of his subordinates towards the goals of the company. He is exhorted and ordered to lead. He takes training courses in leadership. Yet in far too many cases he finds his position irksome. He is worried about his ability to accomplish the objectives through people and longs for an organisational set up which will not depend on people for its success. Lacking confidence in his ability as a leader, he tends to depend to an ever greater degree on power, controls and management rights. The relationship of the leader to his employees is one in which there are too many points of difference. Still they continue to work together because the other alternative is unemployment. Job opportunities are extremely limited for most of the time.

Within this context, there are four possible methods which a leader may use to organise the activities of people and direct them toward organisational objectives. A leader may direct the activities of his subordinates, chiefly by holding over their heads the threat of dismissal if they do not accept his direction. It is seldom stated as bluntly as this, but it is implicit in the relationship. Successful use of this method obviously requires a situation in which a leader controls many important means. Even then a leader faces the indirect and aggressive consequences of frustrations he engenders. Restriction of output, subtle form of sabotage or militant unionism are frequent consequences.

A second method of leading may be by providing means for the need satisfactions of subordinates in the hope that they will accept direction of their activities, out of gratitude and loyalty. It is desirable to provide for satisfaction after the employees have achieved the objectives, instead of providing satisfaction in anticipa-

tion of efforts. This method of leadership results in minimum acceptance of direction, minimum performance and constantly increasing expectations.

A third method consists in a leader directing the activities of people, within the framework of an agreement with the employees. He agrees to provide them with certain means, in return for which they agree to carry out assigned tasks within specified limits. The efforts come first and satisfaction later. There is some freedom of choice for the followers and reduction of power of leader. This method has met with varying degrees of success depending upon the nature of the agreement and individuals involved.

According to a fourth method, a leader creates conditions for integrating the objectives of an organisation with those of employees. Consequently the activities of the people in achieving their objectives are at the same time the activities a leader desires for them. This involves clear, simple and direct plans, relating achievements to financial rewards. Equally important is the satisfaction of less tangible needs, such as participation, recognition and status. This method has two positive consequences of tremendous importance. It emphasises the possibility of increased need satisfaction, depending upon achievements. It taps the resources of the whole group for key activities involved in problem-solving, cost reduction and methods improvement. The essence of leadership lies in effective functional relationship between a leader and his followers. When the conditions of the relationships are established not by a leader but by the policy of the organisation, it becomes necessary to adjust the styles of leadership in conformity with the expectations of an organisation.

The Situation

The principle of decentralisation is being accepted and adopted in varying degrees by industrial units. This growing trend is due not only to the growing size of the units but also need for better utilisation of managerial and supervisory personnel. Decentralisation places authority to make decisions, at points as near as possible to where the action takes place. This will work only if the decision-making authority commensurate with responsibility is truly accepted and executed at all levels. Success of the system also requires that persons with adequate authority have the capacity and willingness to make sound decisions in a majority of cases. There is a general agreement in principle, that decentralisation of authority and responsibility achieves best overall results by creating the necessary atmosphere for management personnel to put in their best efforts.

The crucial test of decentralisation is clear statement of responsibilities, duties and authorities of different positions in the organisation. A few industrial units have made efforts to spell out position responsibilities and authorities. Generally there is a lack of clear statement usable by management personnel, resulting in confusion and frustration. The Management and supervisory personnel have some understanding

of what is expected of them by top management, but a more specific and thorough knowledge of their functions and role is necessary for effective management. Some aggressive persons will probably test the limits of their authority and learn by trial and error. A very large number are likely to become comparatively ineffective and frustrated due to insufficient understanding of their authority, responsibility and role in the organisation. Clear statement of responsibilities and authorities go a long way in helping the executives to function with better self-confidence and better efficiency. Adequate authority provides opportunities for inspiring personal leadership of executives, which is necessary if men are to work at any group task with enthusiasm.

Authority

Authority in its broadest sense means the right to command performance of others. It implies the right to make decisions, to give orders to others and to expect obedience from those to whom orders are given. This view gives authority a harsh sound but in actual practice giving orders and expecting obedience can and should be tempered with understanding, personalised interest and common rules of courtesy. Authority refers to the discretionary power at the disposal of an executive or span of freedom allowed to take or not to take a particular course of action in achieving an objective. It is also taken to mean the relative freedom to mobilise men, materials and machines at the disposal of an executive or supervisor so as to enable him to utilise them to the best advantage. There is an element of accountability to his superiors in that while he is free to exercise the delegated authority, he is responsible for the end results of his efforts.

Sources

In a formal sense, any executive obtains authority by delegation from a superior. Hence, the right to command and whom, are determined by the statement of delegation. These rights are subject to the decision of his own superior and circumscribed by company policies. It is considered desirable that authority and responsibility should be co-equal. This holds true only when the person on a job is capable of accepting responsibility and of handling authority. Any executive is justified in being reluctant to place authority in untried or inexperienced hands because of loss or friction occasioned by misuse of authority. Sometimes inadequate authority is delegated to carry out a responsibility resulting in the person's achievements and method of approach being criticised. However, as these people prove themselves, authority is increased; it is made co-equal with responsibility. Of course, there are examples of executives who, through fear, pride or ignorance, refuse to delegate authority beyond the bare minimum. But such individuals do not contribute much to effective management practices. In an informal sense, authority derived from delegation may be strengthened and borders of authority extended by earning

the right to lead. Indeed, in the long run, success is dependent on earned leadership than upon delegated rights.

Very often, while two executives may seemingly be on the same level, one of them may actually be held in higher esteem by colleagues and subordinates; or one of them may be referred to frequently while the other is avoided or bypassed. Again, it is also found that some executive to whom no formal grants of authority have been made whatsoever, is looked upon as the natural leader of a given group. To this person, various individuals declare their allegiance by their acts, though according to organisation chart they seemingly report to someone else. Even casual observation is sufficient to show that there are differences between the formal authority an executive has and that which he actually possesses. Some executives have high titles but wield little power, whereas others of lower status in the organisation exercise authority beyond their assigned area.

What is Involved

Executives, because of their status, duties and authority, are said to be in the position of leadership. If leadership is considered as something that influences persons, executive performance would be leadership performance. More specifically, it would be acts which influence the acts of others.

Leadership acts are often subtle ; frequently one wonders who is leading whom. For example an executive's staff may decide that they are going to talk him out of a programmed change which he has proposed. He senses this position and thinks of an alternative plan which he believes they will accept and which will be satisfactory to him. In the lengthy staff discussion which follows, the alternative plan is accepted. It is proposed, however, by a subordinate and not by him. After the meeting, the executive might believe that he had performed a leadership act; the staff at the same time would consider that they had cleverly led the boss to the plan they wanted. Thus, whether or not an act is a leadership act depends upon what happens. What happens is reported differently by various people, depending upon what they observed.

The time factor also comes into leadership performance. Whether or not an act is a leadership act, may not be known for some time. A suggestion may be ignored for days or weeks, and then be finally accepted. For example, an executive may urge that reports be prepared on time. At first no apparent change occurs, but gradually, the practice of getting reports in, on time, is established. On the other hand, the response may be immediate, but it does not last and within a few weeks the old practice of tardiness returns.

The associates with whom the executive works are an important factor in leadership. In fact, the followers are fully as important as the leaders, in determining what acts are leadership acts. Attitudes towards the executive, evaluation of his past

decisions, and how the staff looks at a particular problem will, to a large extent, determine how things work out. The subordinates, if they hold the executive in high esteem, can increase his effectiveness and enhance his reputation. But if subordinates put the executive on the defensive, he may find himself out-manoeuvred or a see-saw situation may develop. These facts indicate that the beginning of leadership is a battle for the hearts and minds of men. It also implies the capacity and the will to rally men and women to a common purpose and a personality which will inspire confidence.

Training

It has often been said that some persons are born to be leaders and others are born to be followers. This is not necessarily so, for many individuals who have no desire to be leaders have unexpectedly had responsibilities thrust on them, which they have handled very successfully. As a result they have become successful leaders because of the human relations skills and personality traits they have gained through long experience. To some extent the qualities of a leader are inborn, but to a substantial degree they can be acquired. A man's inner personality cannot perhaps be changed but his external presence can be, and so can his methods of handling people. There is no one formula for good leadership. But certain signs such as reactions of people, problems on the job and achievements can be watched for, in judging whether leadership methods are open for improvement. This leads to the realisation that leadership is effective to the extent that it stimulates efficient performance from other people. This is an executive ability that can be acquired and constantly improved if the time and effort it deserves are put into it.

There is a very considerable body of knowledge about leadership which can be studied and mastered. Theoretical knowledge alone can never make a good executive. Determination to acquire this knowledge is a sign of will-power and one of the practical qualities required in a leader, which can be developed by training on the job. Successful performance in subordinate jobs is the surest way in which a man can gain the skill and confidence for more exacting tasks. But the value of such experience is greatly increased, if the superior is prepared to discuss problems with his subordinates, to advise on their development, to build up mutual confidence, to develop a team spirit in his group, to see that each individual has opportunities of doing tasks, which challenge the best he has to give and to insist that the best is given in each instance.

MOTIVATING EMPLOYEES

Introduction

Some generations ago leaders in industry began to give explicit attention to problems of production efficiency. Marked progress has been made in the field of efficient production, by means of Industrial Engineering techniques. However, the human factors in industry over and above the routines of job performance are frequently excluded. Consequently the inherent challenge of work as a normal human activity is often dissipated to such an extent that many industrial jobs become dull and uninteresting, if not frustrating. Mere production efficiency is a remote satisfaction to the worker because he responds to his work in terms of personalised desires and needs. In addition to basic physical needs every worker has certain desires which he as a human being seeks to satisfy to some degree in the activities of day-to-day living. If opportunity to satisfy these needs is not provided in work activities and if the worker finds no supplementary means for giving expression to these motivating forces, feelings of frustration may develop and encourage compensatory behaviour inimical to good work performance. To prevent worker maladjustment, management must seek the talent of its production executives in ways which permit the worker to satisfy normal human desires through work activities.

To understand the importance of employee morale in industry, employers must recognise that frequently tasks performed are not the most important elements in work experience; that which transpires in the mind of the worker, both on and off the job is often of greater significance than job operations in determining work satisfaction. Looking forward to promotion, considering ways of improving the work environment, seeking acclaim and recognition by others for accomplishment, trying to please the boss who is admired (to be of service to loved ones), of trying to achieve a sense of social contribution — thoughts relating to such self-involved aspirations pass through every worker's mind in the daily performance of his job. If these mental-emotional patterns are favourably toned, and if the capacity of the worker for thinking is directed into constructive channels, work can be made challenging and interesting to him. Work activities which, taken by themselves, seem dull and tiresome, assume an air of liveliness and sparkle when enriched by hope and constructive thoughtfulness on the part of the worker.

Motivation

In the very early days, if people did not do the work allotted to them the foreman got the work done by the whip or other forms of physical punishment. Fear of punishment or death impelled men to work. The foremen of those days, who were using motivation of fear effectively were not bad men. They were merely working as we do today, according to the accepted values of their time.

With the progress of civilization, money became increasingly important. What, in the past, people had sought to achieve by the use of brute force, they now try to obtain by the use of economic power. The fear of the sack was used very effectively. Men worked because they knew that if they did not work they would lose their jobs and this would mean misery and starvation for themselves and for those who are near and dear to them.

Gradually more and more people began to realise that perhaps fear was not the most desirable nor the most potent way of making people work. The concept, that if one did not work, one would lose one's job, was gradually changed to the concept that if one worked better, one would earn more money. It was believed that economic incentive was the natural and the most important motivation for work. This concept found expression in various techniques evolved by scientific management.

While scientific management was developing and work organisation on the assembly line approach was becoming more and more refined, research was going on in various spheres about other satisfactions that people demanded from their work. Perhaps the most significant research was carried out by Prof. Mayo in the now famous Hawthorne experiments. The net result of these experiments were to draw pointed attention to the fact that, besides economic satisfaction men and women wanted certain social and psychological satisfactions from their work. Although many of the conclusions of these experiments have since been questioned, the fundamental concept that social and psychological satisfactions are necessary for adequate motivation and morale has remained.

Economic incentive is regarded as an effective motivating factor. But, as the income becomes bigger, the wage incentive is likely to become less effective and non-material satisfactions become correspondingly more important. However, in the economically backward countries wage incentive is a very useful instrument to increase productivity and there is nothing wrong in making judicious use of it.

Worker Needs

A human being wants to belong to a group. He wants to do something that members of his group considers worthwhile; he wants to be liked by them and the fear of losing the esteem of his colleagues has a powerful influence on his

life. He bases his actions on the norms and standards set by the group to which he belongs. At work, therefore, it is necessary to create a community. A community or a group is distinguished from a collection of isolated individuals by the fact that its members are associated with each other to perform the task and, therefore, they have a responsibility to each other. To create a sound well-knit working group, it is necessary to make work meaningful, by combining a number of movements into a step, may be a small but complete step which can then be allotted to a group. Giving a task to a group thus becomes the ideal method of organising the work, as opposed to simple movements allotted to individuals. Besides creating a group feeling, this kind of work organisation creates a sense of responsibility and also a satisfaction arising out of being able to use one's intelligence and abilities.

The sense of belonging to a group, created by socially satisfying methods of work organisation, can be enhanced and strengthened by the quality of leadership. If there is a leader who attracts to himself the loyalties of all his people, the people would like to work. This leader not only unites the men under him into a compact, purposeful group, but, knowing his men and recognising their varying individual talents and temperaments, also satisfies each one's desire for individual expression. The leader needs to understand fully the important needs of employees so that he can provide for the satisfaction of these needs.

Job Security

Most employees, when feeling reasonably secure in their jobs, will assume responsibility, show initiative and make decisions. The supervisor can build this feeling of security by training his men to do their jobs well, by letting them know what is expected of them and by informing them as to how they are doing on the job. An attitude of helpfulness on the part of superior is essential to promote job security. The lack of security, besides being a worry, cuts down initiative, develops resistance to change and unwillingness to take responsibility. On the other hand, excessive job security is likely to develop indifference and indiscipline, as the employee knows that he cannot easily be removed from his job whatever be the justification for such a drastic action.

Fair Wages

Managers can see that their men get their just share of raises and counter-act, by facts, any misrepresentation about wages paid in other departments or companies. If the wages are based on job evaluation plan, he should know the plan and explain it to his men. Often dissatisfaction regarding wages is due to the feeling that they are being paid less than what they can earn in another company or department for a similar job. Distant hills will always look greener. Supervisors can give them facts, which go a long way in reducing this dissatisfaction. The size of wages is very important, but it is still not the whole story. As real income increases, non-

financial factors become increasingly important. Even in developing countries, non-monetary factors play a decisive role in motivation, since they cater to the basic emotional and social needs of individuals. Managements can effectively prevent trouble and probably enthuse work groups by voluntarily adjusting the wage structure, to ensure fair payments. This is a precondition for the use of all other motivational techniques.

Competent Leadership

Whether the worker admits or not, he knows that the satisfaction of his needs depends on the competence of leadership in the company. Frustrations occur when the boss is either weak or too busy to run his department efficiently. Under such conditions morale of the men in the department as well as production is bound to suffer. Supervisors need to keep in touch with the situation below them and thus have effective control over their men. A good leader who controls and helps his people can expect his men to cooperate with him in making his supervisory job a success.

Opportunity to Advance

The supervisor expects his people to be ambitious, show initiative, make suggestions and be interested in the company. These people expect to get ahead. In order to foster this desire, the supervisor should know his men, their interests and ambitions. He can help by showing paths of promotion and the requirements of jobs ahead. He should not hold back a good man.

Recognition

Everyone has the desire for recognition. When workers fail to get recognition for good behaviour and good work, they are likely to resort to other undesirable ways, such as complaining, showing off and expressing anti-company attitudes. Sincere recognition can be used as an incentive for encouraging people to do good work. Accomplishment, whether inside or outside the factory, should be appreciated and made known to people concerned.

Meaningful Task

It is a frustrating experience to keep on doing a job which is meaningless to the doer. There are many such jobs in industry. To make a task meaningful to the employee, the supervisor can explain the significance of the job, preferably while the new man is being inducted. Even in a factory where jobs are highly specialised, the worker feels better if he knows the why of the job and how it fits into the larger scheme of things.

Self-expression

Some people feel the urge to express their talents through work. If their jobs do not offer such opportunities, then, a substitute activity such as a hobby

is found. These persons form a small group and are usually highly talented. A larger body of employees seek opportunities for democratic self-expression. Managers can channel the attention and energies of their subordinates into constructive activities, preferably in the work situation. Provision for and encouragement of active participation in challenging tasks motivates these persons strongly and develops job satisfaction as well as better performance.

Freedom on the Job

It is found that close supervision and too many restraints tend to annoy many employees. As a consequence, some become apathetic towards their normal duties and others turn out to be trouble makers. Some degree of freedom, within the framework of policies of the organisation, encourages initiative and a sense of responsibility. Most normal persons respond favourably to freedom on the job. It is an expression of trust and expectation of better performance from employees. The fear of losing such trust, sometimes, stimulates an employee to show increased interest in his work. At the managerial and supervisory levels, it is essential that freedom to take decisions and show initiative is given due importance and emphasis.

Compatible Associates

People spend so much of their working time on the job that factory is their second home. They like to be with people with whom they feel free and with whom they can share their jokes, worries and plans. Compatible associates make it easier to go through difficulties. The supervisor can develop a team of compatible people by proper induction of new men, discouraging cliques and by dealing with the informal social grouping in the department.

Satisfactory Working Conditions

When working conditions are unsatisfactory, the employees do not feel a sense of pride in working in that particular plant. They feel that the management does not show interest in the employees. The Supervisor can certainly improve the physical conditions by encouraging better housekeeping by setting an example. A clear, safe and well organised working place contributes to increased efficiency and cooperation.

A Voice in Matters Affecting Him

When an employee feels that his job is nothing more than doing what he is told, it is an affront to his dignity. He resents it and shows his resentment by being stubborn and over-assertive. A supervisor is giving his subordinates a voice in matters that affect them when he talks things over with them and gets their ideas. Supervisors usually find it worthwhile to consult their men. It is always better to give workers the chance to express their views, or even protests, than continually deprive them of the chance.

Aids to Motivation

There are some conditions and practices which meet the needs of employees as well as those of the organisation. These promote job satisfaction, through superior performance.

The "will to work" is reinforced when the employee is selected for a job which he likes and can do. Good performance and achievements on the job add to the self-confidence and dignity of the employee. He works hard to maintain and further improve his performance.

The "will to work" is reinforced when new employees are inducted into the organisation, their departments and their work spots in such a way that they feel happy and well adjusted. It creates a favourable attitude towards work, superiors, colleagues and the company and thus initiates development of satisfactory employment relationships.

The "will to work" is reinforced if employees are trained to do their jobs efficiently. The help given to learn a job always makes a deep impact on the employee. Many remember their training and persons connected with it with affection and respect. The effectiveness of training lays the foundation for satisfactory performance on the job.

The "will to work" is reinforced if communications are timely, appropriate and effective. The messages not only help the employee to take necessary action, but also enhances his standing in the eyes of other employees.

The "will to work" is reinforced if employees serve in a general atmosphere approved by their superiors, permitting initiative, individual growth and improvements. Intelligent and sympathetic supervision provides a stimulating climate both to the individual as well as his group. People enjoy working in such an atmosphere.

The "will to work" is reinforced when employees know that their constructive efforts will be approved and poor performance disapproved, in a consistent manner, and that every effort will be made to correct undesirable behaviour.

The "will to work" will be reinforced if employees know that their performance will be evaluated on an objective basis, free, as much as possible, from prejudice and favouritism. Objective approach and fair treatment are basic to mutual understanding and support.

The "will to work" will be reinforced if employees are paid fair wages, rewarding superior performance and penalising inefficiency. Payment by results galvanises individuals and groups into action.

General Remarks

Satisfying the wants of workers does not automatically increase production or the will to work. It is necessary for employees to see that if they work towards the realisation of the company's goals, then their own goals will also be realised. It is up to the supervisor to tie the satisfaction of wants with production—the more an individual produces, the more he will get the satisfaction of his wants. He who produces more gets job security; he who accepts training and responsibility gets the opportunity to move ahead; he who does better work gets recognition.

While it is desirable to use all possible techniques of motivation to enthuse employees for quality performance, it happens that not all respond favourably. It is not advisable to make only soft and sophisticated approaches and give up when they fail. There is need for persistent efforts, gradually moving from encouragement towards some degree of fear. Rewarding superior performance and penalising inefficiency has many merits. It caters to the needs of widely varying types of employees and also enlivens the climate of the enterprise. Proper selection, induction, training and periodic assessment of performance should precede the system of payment by results. Traditional management practices, undue emphasis on seniority and lack of dynamic leadership are the main obstacles in the way of stimulating interest through appropriate penalties and rewards.

From a human relations point of view the true measure of industrial relations is the extent to which the sense of human dignity is preserved and individual initiative is promoted. To this end workers must find satisfaction in work, both physical and psychological; but psychological satisfactions in work cannot be promoted unless provision is made for the physical needs of the workers through adequate reward. Group conflict in human relations can be reduced through cultivation of mutual understanding and elimination of tyranny in industrial relations through social control. From time to time, and by various means, management should ascertain the attitudes of workers towards their work and should then try to determine the probable effects of these attitudes on productivity. The causes leading to poor employee morale and low productivity should be determined and immediate action taken to remove such irritants and hindrances.

WELFARE ACTIVITIES

Employees may be recruited, trained, supervised, protected against accidental injury, and paid by their employers, with due regard for individual differences. All these activities are directly associated with getting out a product or service. There are other problems involving individual employees which are not so directly a part of the job but, which, nevertheless, have a definite and serious effect on the willingness and ability of the members of the organisation to produce. The question of the degree to which management should interest itself, if at all, in the solution of these problems, is one which faces every employer, large or small. The answer will control the extent of the programme of welfare activities which will be set up and maintained. The Government insists on certain welfare amenities being provided, which all the employers accept. In some cases, Government takes an active part in providing variety of services to industrial personnel, in addition to what is expected of the employer. However, there are many companies which do maintain welfare activities over and above the legal minimum required by the Government.

No employee service or activity can be justified unless it contributes in some way to the efficiency of the workforce or enhances the working relationships of the organisation. Those services are justified, which, though not directly contributory to production of articles or services, make it possible for certain persons to work, that might otherwise be not possible for them. An example is the care of children while their mothers work in factories. Other services help to relieve employees of worry over financial or human problems and thereby enable them to devote their full attention to the job.

In deciding whether a welfare activity existing or proposed is justified, it is necessary to consider whether there is a genuine need for the service by a sizable portion of the employee body. Some of the welfare facilities are started without examining the size of the need for service, resulting in waste of resources and indifference to the scheme. It has been the experience of many industries that even when there is great enthusiasm initially, it fades out very soon. Any service can make steady progress only when natural leaders among employees come forward to share the responsibilities involved. An attitude of self-help on the part of the groups engaged in different activities may sometimes lead to their carrying out self-financing

projects. The economics of every scheme is an important factor. While it is true that most of the welfare activities are losing propositions, there is scope for limiting the extent of losses or subsidies. Sometimes it is possible to obtain the services from an outside agency at a cheaper rate, in which case it is best to get the required help from such source. The justification for any service should be in terms of need, economy and benefits. Establishment of welfare activities involves careful planning, enthusiastic approach and continued vigorous interest in keeping the scheme active and beneficial to its members.

Benefits

Labour welfare work is necessary not only for the workers' benefit, but all the more so in the employer's own interest, for the following reasons :

Welfare work has beneficial effects on the workers. The welfare measures influence the sentiment of the workers and contribute to the maintenance of industrial peace. When the worker feels that the employer and the Government are interested in his day-to-day life, he would like to take advantage of such facility and make his lot happier. Thus his tendency to grouse and grumble are likely to be reduced to a minimum.

Offering a variety of services to workers, is bound to create a feeling amongst them that they have a stake in the industry. The working class will likely become more stabilised, efficient and co-operative lest any major conflicts between management and labour involving interruption of production deprive them of these additional benefits.

Labour turnover and absenteeism may be considerably reduced. Whatever improves the conditions of work and life of the employee, whatever leads to increasing adaptations of the worker to his task and whatever makes him contented will lessen his desire or need to leave the job or keep away from the job.

The provision of welfare amenities improves their health and development, and thus their mental efficiency and economic productivity. The aims of welfare activity is partly humanistic, to enable workers to enjoy a fuller and richer life, partly economic to improve the efficiency of the worker, and partly civic to develop a sense of responsibility and dignity among the workers, thereby making them worthy citizens of the nation.

Types of Activities

Welfare activities have been classified as those which are set up inside the factory and those on the outside. Another classification is welfare work undertaken

by the employers, workers, the organisation and Governments. However, there are some welfare activities which are commonly found in most of the industries.

Social Services

Personal and family problems of all kinds affect the worker's concentration on and interest in his job and are, therefore, an important concern of Personnel Administration. Services offered to employees in the solution of these problems can assist materially in maintaining and improving worker efficiency; but the way in which the services are referred has much to do with the results obtained. Examples of social services are provision of family planning facilities, health programmes and hospitalisation plans. All these may be organised either by the employer alone or in collaboration with Government and Private Agencies.

One great difficulty encountered in offering social services to employees is the possibility of misinterpretation by the recipients of the service. Personnel administrators must be continually alert to the development of unfavourable attitudes on the part of employees in their attempt to adjust human relations among the workforce. Coersion and authoritarian action have no place in a social service programme and the persons who use the service must do so strictly of their own volition. This does not mean that personnel administrators should not make known the availability of the services, but rather, that they should do so in a manner calculated to open the way for the employees to make use of the facilities, without in any way being forced to do so. Not all people are qualified by temperament, training and experience to handle cases of this kind tactfully and effectively. One of the first things management must do is to find out which of their staff are so fitted, and assign them to the work. It is better not to attempt to offer social services than do an ineffective job. Hence the need for correct approach in offering social services to employees.

Housing and Catering

At times, companies establish plans and facilities in locations where the usual arrangements for housing and feeding workers and their families are not easily available. Such cases it becomes necessary to provide housing and catering facilities. The Governments have contributed for establishing industrial housing schemes, with a view to providing necessary facilities at low costs. Ideally, an employer should not be his workers' landlord or in any way connected with their living quarters. It is too easy to blame the employer for the shortcomings of the landlord and the lowest level of employee morale which is undesirable. Unfortunately there are ever so many cases in which the employer is forced by circumstances to undertake some sort of programme for providing shelter for his workers. Under these circumstances, we will have to make the best of an undesirable situation and solve the problem in a way which will entail the least resistance and the least likelihood of adverse employee reaction. However, a good number of the housing schemes of

industries have been found to be extremely useful and effective in building up employer-employee relations.

As a step towards improved health as well as from sheer necessity, employers have provided eating facilities on the premises, for workers who do not bring lunch with them. In some companies a free mid-day meal scheme has been working well. But in others, this has been an additional source of grievance. However, this service seems justified in view of the fact that many of the workers would find it difficult to get their lunches either due to lack of eating establishments or because they cannot afford it. In general, the operation of food service for employees is not a profitable venture as prices must be kept low enough, barely to cover costs or even less. Management must be prepared to lose money on the operation and to take the returns in increased morale and well-being of the workers. There must also be a willingness to accept the almost inevitable complaints from employees about prices, quality of food and record of service.

Financial Services

Employees must often be literally forced to undertake measures for their own financial protection. Education and instruction produce results in the long run. But unless such programmes are pushed vigorously, workers are inclined to consider the problems of future less urgent than those of the immediate present and make no provision for unexpected financial contingency; in addition, they often require aid to solve current problems. In either case, management frequently finds it desirable to counter the situation with advice and counsel or financial assistance. Sometimes the individual proprietor who knew all his men by their first names and understood most of their problems on the job was frequently approached for a loan or an advance from the coming month's pay. Such requests are difficult to refuse, but they are not always easy to collect. With the growth in the size of the factories such person-to-person contacts have been reduced. But still the demand for loans from the employees exists. In larger companies, the system of making loans payable in instalments does exist even though it gives rise to a lot of problems.

Recreational Activities

The profitable use of leisure time by employees has become a problem of increasing significance. People want to have opportunities for physical and mental diversion. But they like to select for themselves rather than accept what an employer believes is proper. Quite a large number of companies have organised athletics, sports teams, special interest groups and other general social activities. Recreational activities are becoming increasingly popular both with the management as well as with the employees. The important thing about recreational activities is to organise programmes, keeping in mind the needs and talents of the employee groups. It also requires sustained interest and enthusiasm on the part of Management to bring forward active participation from the employees.

Miscellaneous Services

Other services such as child-day-care, transportation, libraries and worker education, schools and hospitals are some of the facilities being provided by the managements with a view to developing the workers' interest and also relieving them of some of the personal problems.

Conditions of Success

The approach to labour welfare should be objective and humanitarian. Any particular motive with which labour welfare is organised tends to create suspicion and undesirable attitudes on the part of labour. For example, in many cases labour welfare was carried out with a desire to curb the growth of trade unionism and conciliate labour. Such an approach is bound to result in welfare activities failing to arouse the interest and the morale of the workers.

Very few employers have accepted labour welfare work as an understandable part of an industry. They hold that beyond the receipt of the wage and a few fringe benefits, the worker is not entitled to any other welfare service. Acceptance of labour welfare as a part of living and working together in an industrial situation is very necessary. The welfare activities should be geared to the common and urgent needs of employees. Often it is found that huge sums of money are spent on welfare activities in which the employees are not interested. Determining the needs of employees and designing a suitable welfare programme is a basic necessity.

Most services provided only at management expenses and without contribution by the workers in time, effort or money are likely to be taken for granted or viewed with suspicion and their effectiveness impaired. It is essential that employees also make their contribution, in addition to the management. This will ensure continued interest on the part of employees in welfare services. The responsibility for maintaining welfare activities should be entrusted to trained welfare workers who have the necessary social skill and enthusiasm for such work.

It is necessary to be constantly on the alert to ensure that the facilities provided are not misused. Such misuse may be due to a deliberate effort on the part of some, and in most cases it is due to certain attitudes and habits built over a lifetime. It would take considerable efforts—both persuasion and pressure—to change the attitudes and habits of a generation that finds these services strange. Generally, it is found that the younger generation adapts itself more quickly to the changed pattern of living and to the facilities provided. This implies a greater emphasis on educating the younger generation to fit into a new style of living.

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TYPICAL QUESTIONS

Human Relations

1. Why are human relations necessary?
2. How do groups influence human relations?
3. How does knowledge of individual differences help Supervisors?
4. Discuss the influence of organizations on individuals.

Framework of Supervision

5. Discuss the discrepancies between management expectations and supervisory performance?
6. What factors influence the role of Supervisors?
7. Evaluate the relationship between a Supervisor and his Superior.
8. Evaluate different approaches to supervisory problems.

Communication Network

9. Describe three-way communication.
10. Discuss the common barriers to communication.
11. Discuss the role of communication in human relations.
12. What are the inadequacies of different media of communication?

Leadership

13. Discuss the relative merits of different styles of leading.
14. How does decentralization help supervisory leadership?
15. Discuss the meaning and uses of Authority.
16. What is leadership? Give two examples from industrial situation.

Motivating Employees

17. Describe the needs of workers.
18. What factors aid motivation?
19. How does a supervisor motivate his men?
20. Why do men work?

Welfare Activities

21. What are the objectives of Welfare activities?
22. Evaluate any one welfare service.
23. What factors contribute to successful administration of welfare activities?
24. How are welfare activities justified?

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HEADQUARTERS

National Productivity Council
Productivity House
5-6 Institutional Area, Lodi Road, New Delhi-110003

REGIONAL DIRECTORATES

1. Regional Directorate
National Productivity Council
Government Polytechnic Building
Old Sachivalaya, Ambawadi
Ahmedabad-380015
2. Regional Directorate Director,
Supervisory Development
National Productivity Council
21, 9th Main Road Jayanagar
Bangalore-560011
3. Regional Directorate
National Productivity Council
Novelty Chambers (7th Floor)
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Bombay-400006
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