Chapter 1

INTRODUCTION

An organization comprises of both human as well as non-human / non-living resources, but the most significant resource of an organization is said to be the human or people working there. The importance of this resource is due to its unique characteristics. Firstly, it is the human that make use of other non human resources. Secondly, it is the only resource that can convert non human resources into useful and consumable resources utilized for achieving organizational objectives. Last but not the least humans are heterogeneous in nature as they differ in personality, behavior, values, emotions etc. which makes difficult for the organization to use them in an effective and efficient manner.

Business houses are made or broken in the long run not by markets or capital, patents, or equipments, but by men.¹

1.1 HUMAN RESOURCE MANAGEMENT (HRM)

Human Resource in simpler sense can be defined as “HRM is a process of making the efficient and effective use of human resources so that the set of goals are achieved.”²

Personnel Management or say human resource management is the planning, organizing, directing and controlling of the procurement, development, compensation, integration, maintenance and separation of human resources to the end that individual, organizational and social objectives are accomplished.³ Thus HRM can be defined as a process of managing people within an organization in such a manner that predetermined objectives can be achieved more efficiently and effectively.

1.2 EVOLUTION OF HUMAN RESOURCE MANAGEMENT

Human Resource Management as a subject of study is relatively a new concept as compared to other management studies. However evidences are available to site that the concepts upon which the recent Human Resource Management theory is based have their roots in history for example, the minimum wage rate and incentive wage plans are found to be include in the Babylonian Code of Hammurabi around 1800 B.C.⁴
In ancient China too useful principles of managing human resources were well known. L.S. Hsu has highlighted the ancient Chinese parables containing practical suggestions to select honest, capable and unselfish public officers. Confucius was well known for his useful principles in China.\(^5\) “The best known books of wisdom in China ‘Tao Te Ching’ written by Lao Tzu in the fifth century B.C. explains how (Tao) things work, (Te). This book (Ching) deals with the role of a good leader in managing human resources.”

Adam Smith talked over the application of principle of specialization to manufacturing workers, its control and concept in 1776. In 1800 James Watt introduced standards of operating procedures, specifications, work methods, incentive wages etc. However, In 1810, Robert Owen referred as the Father of Personnel Management was the one who acknowledged the need for paying attention to the welfare of the “vital machines” or “animate Machines”. He made provision for reduced working hours, housing facilities, education of workers and their children and a system of discipline combined with justice in the factories being managed by him. He also took active part in the introduction of British Factory Act, 1819. He preached that personnel management pays dividends to the employer and is an essential part of every manager’s job. He advised his fellow employers to devote as much attention to their “vital machines”(workers) as they did to their inanimate machines. By doing so profits must be maximized.\(^6\)

**HRM** is not new in **India** but we are trying to develop it as a systematic approach now. Even Jamshedji Tata, owner of the Tata Iron and Steel Company that started its operations in the year 1911 had the vision of management at that time itself. As early as 1917, he wrote to his son\(^7\), “The welfare of the labouring classes must be one of the first cares of every employer. Any betterment of their conditions must proceed far more from the employers downward rather than be forced up by demands from below, since labour contented, well housed, well fed, well brought up generally well looked after, is not only an asset and advantage to the employer, but it also serves to raise the standard of industry and labour of today; we are also securing a supply of healthy and intelligent labour for the future.”

After the realization of importance of labour officers in Indian industries, the Royal Commission on labour was set up in 1929. In 1931, the commission recommended the abolition of most famous jobber system at that time as well as the appointment of labour officers in industries to look after recruitment and welfare of employees. Many of the associations like Bombay Mill Owner’s Association, Jute Mills Association in West Bengal started appointing labour officers who were required to attempt to settle grievances and disputes within the industries.
The transmission of personnel function from one stage to other in a chronological order can be examined in the form of a table:

**Table 1.1: The Transmission of Personnel Function from one Stage to Other**

<table>
<thead>
<tr>
<th>Concept</th>
<th>What is it all about?</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Commodity Concept</td>
<td>Labour was regarded as a commodity to be bought and sold. Wages were based on demand and supply. Government did very little to protect the workers.</td>
</tr>
<tr>
<td>The factor of Production Concept</td>
<td>Labour is like any other factor of production, viz, money, materials, land, etc. Workers are like machine tools.</td>
</tr>
<tr>
<td>The Goodwill Concept</td>
<td>Welfare measures like safety, first aid, lunch room, rest room will have a positive impact on workers’ productivity.</td>
</tr>
<tr>
<td>The Paternalistic Concept/ Paternalism</td>
<td>Management must assume a fatherly and productive attitude towards employees. Paternalism does not mean merely providing benefits but it means satisfying various needs of the employees as parents meet the requirements of the children.</td>
</tr>
<tr>
<td>The Humanitarian Concept</td>
<td>To improve productivity, physical, social and psychological needs of workers must be met. As Mayo and others stated, money is less a factor in determining output, than group standards, group incentives and security. The organization is a social system that has both economic and social dimensions.</td>
</tr>
<tr>
<td>The Human Resource Concept</td>
<td>Employees are the most valuable assets of an organisation. There should be a conscious effort to realise organisational goals by satisfying needs and aspirations of employees.</td>
</tr>
<tr>
<td>The Emerging Concept</td>
<td>Employees should be accepted as partners in the progress of a company. They should have a feeling that the organisation is their own. To this end, managers must offer better quality of working life and offer opportunities to people to exploit their potential fully. The focus should be on Human Resource Development.</td>
</tr>
</tbody>
</table>

The table above shows the transmission of Personnel functions from one stage to the other. In the initial eras labour was just regarded as the commodity to be bought and sold by now in the emerging era the whole concept of labour has been change, they are regarded as the most important resources of production i.e. human resource. The main focus is to develop the human resources of the organization.

A brief overview on some of the early advocates of the human resource approach:

Robert Owen a successful Scottish businessman in the pre-scientific management era, recognized the need for personnel practices and also applied them during 1810 to1828 in a textile mill where he was a manager. He came up with the amazing idea that treating workers better would actually increase productivity and thus profits. Due to his courage and commitment to reduce the suffering of the working class he is referred to the father of personnel management.

F.W. Taylor. Frederick Winslow Taylor is regarded as the father of modern management science. “Taylor's impact has been so great because he developed a concept of work design, work measurement, production control and other functions, that completely changed the nature of industry. Before scientific management, such departments as work study, personnel maintenance and quality control did not exist.” (www.accel-team.com, 2004).

Henry L. Gantt gave a humanistic touch to management as he was much concerned with the man behind the machine. He also emphasized on the need for developing a harmonious cooperation between workers and management. He strongly supported the recognition of human factor in management. In 1919, in his book entitled “The Painting of the Ways” he urged management to a philosophy of greater social concern. He improved Taylor's differential wage payment system and brought out his task and bonus wage system.

Frank B. and Lillian M. Gilbreth. The ideas of Taylor were strongly supported by a husband wife team of Frank and Lillian Gilberth who contributed a lot to scientific management by studying job motions. Their main field of research was on fatigue and motion studies. They focused on the ways to promote the individual worker's welfare. He isolated the basic necessary movements from the unnecessary motions which increased the productivity of his workers and reduced fatigue. Frank Gilberth is regarded as a Father of Motion Study for the efforts he made in the field of motion study. From his study he also concluded that fatigue can be reduced by lightening the works load and introducing rest periods in between of the work.
**Hugo Munsterberg.** Hugo Munsterberg is considered as the “father of industrial psychology” as he attempted to develop practical applications of psychology in education, medicine, law and business. In 1909, Munsterberg wrote an article named “Psychology and the Market” which covered the topics which psychology could help contribute to: vocational guidance, advertising, personal management, mental testing, employee motivation, and the effects of fatigue and monotony on job performance.

A. H. Maslow had developed a hierarchy of needs model in which he has arranged the various human needs in a particular order from lower to higher. Maslow in his theory stated that the people's needs vary from time to time and its hierarchical in nature and to enter the higher order needs a person first has to fulfill his minimum two basic needs.

**Figure 1.1: MASLOW'S HIERARCHY OF NEEDS.**

![Maslow's Hierarchy of Needs Diagram](image)

**Douglas McGregor** expounded the Theory X and Theory Y model of employee motivation, which suggests that there are two different approaches of managing workers. First is ‘theory X’ which assumes that people dislike the work and will try to avoid doing it if possible, they are lazy in nature and should be controlled and even punished if needed to achieve the organizational goals. Second theory is
'theory Y' which assumes that employees are ambitious, inherently interested in doing work, exercise self direction and self control, seek responsibilities and they try to do work more creatively if provided with the chance do work more freely. There was no need of punishment and control. After comparing both the theories it was seen that the managers who used theory X got poor results while managers who went with theory Y produced better results and performances.

After theory X there were several changes in business environment so McGregor propounded theory Y which is based totally on humanistic approach. Both the theories theory X and theory Y are still used as a motivational theory in any enterprise.

1.3 OBJECTIVES OF HUMAN RESOURCE MANAGEMENT

The objectives of personnel administration are to accomplish maximum individual development, desirable working relationships between employers and employees and effective moulding of human resources as contrary to physical resources.10

So the primary objective of HRM is to place right person at the right job and thus attain the organizational goal more efficiently. Some of the primary objectives of HRM are as:

- To help the organization to achieve its predetermined goals more effectively and efficiently through well trained and well motivated employees.
- To employ the skills and abilities of the workforce more expeditiously.
- To develop and maintain a quality of work life.
- To maintain ethical policies and behavior within and outside the organization.
- To increase to the fullest the employee’s job and his self actualization needs.
1.4 IMPORTANCE OF HUMAN RESOURCE MANAGEMENT

HRM is important to an organization in a number of ways as:

- Good human resource practices help in attracting and retaining the best person in the organization and offers excellent growth opportunities to them to rise.
- Helps in appointing right person at right job and also encourages people to work with more spirit and enthusiasm.
- Good HR practices benefits the society as well. Since it enables the manager to get maximum output from minimum efforts and reduces the cost of production. Thus the people consuming the commodity don’t have to pay higher costs.
- HR Planning helps the organization to predict the type of people needed in the short, medium and long run.

1.5 FUNCTIONS OF HUMAN RESOURCE MANAGEMENT

Functions performed by human resource management in an organization can be understood easily by a diagram as below:

Figure 1.2: Human Resource Management

So with the help of above figure we can divide the HRM functions as -:

1.5.1 MANAGERIAL FUNCTIONS

1. **PLANNING:** Planning means looking ahead and sketching out future courses of actions to be performed by an organization. It is a process for achieving the predetermined objectives.

2. **ORGANIZING:** Organizing involves defining and grouping activities along with the assignment of authority and responsibility among the people of the organization in order to attain the common goals.

3. **STAFFING:** Staffing is related to the decisions and activities linked with providing staff to an organization. It relates with acquiring, deploying and retaining of a sufficient quality and quantity of workforce in order to run a smooth and cooperative business.

4. **DIRECTING / LEADING:** Directing involves instructing, guiding and supervising the performance of the workers to accomplish their objectives as originally being planned.

5. **CONTROLLING:** Control consists of verifying whether everything occurs in conformity with the plan adopted, the instructions issued, and principles established. Controlling may be understood as a foreseeing action which helps to check the errors and take corrective measures.

1.5.2 OPERVATIVE FUNCTIONS

1. **PROCUREMENT:** The first operative function of HRM is concerned with procuring and employing the right kind of people in right number, who possess necessary skills, aptitude and knowledge required to achieve the organizational goals.

2. **DEVELOPMENT:** Development is a process of improving and developing the knowledge, skills, creative ability, aptitudes and values of employees so that they can fulfill the present and future organizational requirements in an effective manner.

3. **COMPENSATION:** Compensation relates to that amount (monetary or non-monetary) provided to the employees by their employers in exchange of the services performed by them in an organization.
4. **INTEGRATION:** Integration refers to motivating employees through providing them job satisfaction and redressing their grievances through proper means.

5. **MAINTENANCE:** It includes activities concerned with protecting and preserving physical and mental health of an employee. It provides various benefits and facilities to the employees regarding their physical and psychological needs.

Some of the examples of HRM practices in large scale industries:

### 1.6 HUMAN RESOURCES MANAGEMENT PRACTICES IN SAIL

Human Resource is one of the greatest assets for the Company. SAIL has believed in the ideology of achieving excellence through investing in people and technology simultaneously. Company continues to work for the development and realization of best potential of its people. To promote motivational climate and achieve growth, thrust on optimal utilization of manpower with focus on improvement in productivity continued. Efforts were made for promoting better employee participation. Steps were taken to make sure a smooth transition for upcoming production facilities and preparations to work with a leaner workforce for enhanced productivity. HR initiatives kept focus on building teams with wider spectrum with reference to skill and knowledge.

During the fiscal 2009-10, all the five integrated steel plants recorded their best ever labour productivity. An overall labour productivity of 226 Tonnes/man/year was achieved by SAIL, with Bhilai Steel Plant touching a new peak at 340 T/man/year in Jan'10. Overall manpower figure at the year’ end was 1,16,950 (after 1585 employees of BRL joined SAIL family as a part of merger of BRL with SAIL) comprising 15,704 executives and 1,01,246 non-executives; registering a net reduction of 5930, achieved by way of judicious recruitment, redeployment strategies and multi-skilling.

Thrust continued on developing employees for a better role. Over 60 executives at GM/DGM level were nominated to participate in Specialized/Advance management programmes, conducted by Premier Management Institutes for exposure to best business practices and leadership development. Overall, nearly 46,180 employees were trained during the year on different contemporary technical and managerial modules; achieving level-1 of Performance Evaluation Parameter under MOU with Government of India for the financial year 2009-10.
Also, SAIL HR Excellence Awards initiated with IIM-Ahmedabad as the knowledge and process partner with an objective to provide a platform to share proven HR Practices/systems across the industry and thereby enrich our knowledge in the field and spur new innovations.

**Implementation of Presidential Directives on reservation for SC/STs**

Presidential Directives on Scheduled Castes and Scheduled Tribes continued to be implemented. As on 31st March 2010, out of total manpower 15.39% were SC and 12.76% were ST.

During the year 2009, out of total recruitment of 594 made by SAIL, 136 candidates belonged to SC category and 40 candidates belonged to ST category. Besides, Company has undertaken several initiatives for the socio-economic development of SCs/STs and other weaker sections of the society, such as providing free education, boarding, lodging and medical facilities to 128 SC/ST students belonging to BPL families/primitive tribes, awarding 132 scholarships to encourage meritorious and deserving SC/ST students and not charging tuition fee from SC/ST students studying in the Company run schools.

**Grievance Redressal Mechanism**

Effective internal grievances redressal machinery exists in SAIL plants and units, separately for executives and non-executives. Grievances in SAIL plants/units are dealt in 3 stages and employees are given an opportunity at every stage to raise grievances relating to wage irregularities, working conditions, transfers, leave, work assignments and welfare amenities etc. The system is comprehensive, simple and flexible and has provide effective in promoting harmonious relationship between employees and management.\(^{11}\)

**1.7 HUMAN RESOURCE MANAGEMENT PRACTICES IN TATA STEEL**

At Tata Steel, there is a continuous effort of staying in touch with employees to ensure that there is the right culture to engage them in consistent performance improvement. There are well-established and effective arrangements at each business location for transparent communication and consultation with Works Councils and Trade Union representatives. Further, the Company has always registered steady quality improvement and productivity enhancement through dedicated efforts of the Company’s Performance Improvement teams, focused on
technical best practice transfer and the value of knowledge networks. Towards the well-being of employees Tata Steel has put into practice many initiatives, events and programmes that have helped to create not only an enduring loyalty amongst employees but also enabled them to have a more fulfilled life.

**Special Benefits provided for Employees**

**Medical facilities:** Free medical facilities for employees and their family, which continues even after retirement.

**Housing facilities:** Subsidized electricity, water and housing facilities to all employees.

**Higher studies:** Monetary incentives to employees acquiring higher qualifications in a related field along with study leave, scholarships etc. when necessary.

**Holiday Homes:** Tata Steel has five holiday homes for benefit of employees during vacation.

**Tata Steel Officers’ Beach Club:** All officers of Tata Steel are eligible to be members of the Beach Club that offers holidays in elite hospitality chains.

**Family Benefit Scheme:** In the tragic case of a fatality in the Works, a monthly pension equal to the amount of the last drawn salary of the deceased is given to the legal heir until the time the deceased would have attained the age of 60.

**Developing People**

Valuing its people as a great asset, Tata Steel is committed to their development, both in order to benefit the individual and to benefit the Company through increased knowledge and skills. In order to leverage maximum potential of human resource to achieve business objectives the Company recognises that enrichment of people will help retain a motivated workforce in a competitive environment.

**Skills Development (Non-officers)**

Skill training is a process that begins at the time of an employee joining the company and continues throughout his or her career. Employees work in clusters of multi-skilled workers and move across and within clusters on improving their
skills levels. The Technical Training Institute imparts vocational and basic skills training; the departments impart on-the-job training. In order to promote self-directed learning, the Company has introduced e-learning whereby employees can access electronic courses from their departmental e-Learning centers.

**Skills Development (Officers)** Tata Steel Management Development Centre conducts a number of managerial and functional competency based programmes for officers and supervisors.

The objectives of these programmes are:

i. To build individual capability by enhancing managerial and functional competencies which are critical to operations, service and support functions.

ii. To build a leadership pipeline in the organization to prepare the people to meet the challenges of growth, globalisation and change.

**Equal Opportunities Practices**

Tata Steel is an equal opportunity employer and does not discriminate on the basis of race, caste, religion, colour, ancestry, marital status, sex, age or nationality. The Company’s Affirmative Action Policy promotes equal access to its employment and opportunities and all decisions are merit based. Respect for equal opportunities asset out in the Tata Code of Conduct is followed. The HR Policy and Affirmative Action Policy are monitored by the Ethics Counsellor and supported by an effective grievance redressal mechanism. Tata Steel encourages female employees to advance their career with initiatives dedicated towards personal development and professional advancement. The Women Empowerment Cell examines and addresses the issues and concerns of female employees and ensures that they do not miss out on any growth opportunity.

**Freedom of association and collective bargaining**

Tata Steel respects the employees’ right to exercise freedom of association and collective bargaining and provides appropriate support for this. There is an established system of joint working and collective bargaining, which ensures that every employee is able to exercise this right without any fear. Pioneering the concept in India, a system of Joint Consultation has been in place in Tata Steel for more than 50 years.\textsuperscript{12}
1.8 OBSTACLES IN THE GROWTH OF HUMAN RESOURCE MANAGEMENT IN INDIA:

There are various factors that have hindered the growth and development of human resource management in India such as:-

1. As said by Peter Drucker, “the personnel manager tends to conceive his job partly as a file clerk’s job, partly as a house-keeping job, partly as a social worker’s job and partly as a fire-fighter to head off union trouble or settle it.” It is clear from the above definition that the attitude towards personnel/HR manager in India is still traditional and attitude of employees towards the HR manager is not favourable.

2. HR department suffers from lack of interest among the personnel executives due to lack of professional training and development facilities, sense of insecurity, lack of job satisfaction etc.

3. Since HR administration is a line responsibility and staff function, so personnel executives are not able to work properly and freely.

4. Due to the emergence and influence of powerful trade unions with their selfish interests in many of the organizations, personnel officer keeps himself away from any unnecessary disputes that may arise among the employees and the organization.

5. HR profession is still not seen as a successful career like engineering or in medicine, so it does not attracts many of the skilled and meritorious persons. Mostly an average person with ordinary abilities can be found in this post.

6. Materials provided by the educational institutions for management studies are improper to compete with the changing environment. They still provide the old-age curriculum which is not enough to deal with the present rapidly changing conditions.

As the research is concerned with Century Pulp & Paper Mill, Lalkuan, so it would be pertinent to give a brief history of Century Pulp & Paper Mill, Lalkuan:
1.9 AN INTRODUCTION TO CENTURY PULP & PAPER MILL LALKUAN(NAINITAL):

Century Pulp & Paper Mill (an ISO-9001:2000 & ISO-14001:2004 certified division of Century Textiles and Industries Ltd.) is a member of B.K. Birla Group of Companies leading in the integrated Pulp & paper plants. Mr. Basant Kumarji Birla is the chairman of the company. The plant was established in the year 1984 in Lalkuan on the Bareilly-Nainital highway, 5km from Pantnagar towards Haldwani. The Head Office of the company is at Kolkata. The Company is pioneer in Bagasse based paper manufacturing throughout the country. It presently operates in four fiber lines at the following installed capacity:

- Rayon Grade Pulp : 31320 TPA
- Writing & Printing Papers(Wood) : 37250 TPA
- Writing & Printing Papers(Bagasse) : 84600 TPA
- Writing & Printing Papers(DIP) : 75960 TPA

Main Raw-materials used by the company are Eucalyptus, Bamboo, Poplar and Waste papers. The main aim of CPP is to manufacture international quality products at optimum cost and meet consumer's need and satisfaction. Presently company is exporting its paper to various countries including UAE, Singapore, Sri-Lanka, Egypt, Bangladesh etc. The company has been awarded Golden status by DGFT, Govt. of India as Golden Star Trading House at the corporate level. The unit is ISO 9001:2004, ISO 14001:2004, OHSAS 18001:2007 and ISMS (ISO 27001:2005) certified unit. The bagasse based papers are eco labeled.

*Machinery Used*: Most modern machinery with latest technology


*Products Manufactured*: All types of Writing & printing Papers, Rayon Grade Pulp, Tissue Paper & Packaging Board.

*Permanent Staff & Workers*: 798 + 2119 = 2917 (as on dated 1.10.2012)

*Contractor Workmen*: 3000 (Approx.)
1.9.1 CPP PRODUCTS:

CPP range of products includes finest varieties of Writing & Printing Paper, Industrial Papers, Speciality Papers, Security Papers and Copier Papers from diversified range of raw materials.

Century Parchment, NCR Base, Overlay Tissue, Wax Match Tissue, Century Index, MCIR Cheque Paper, Buff Pulp Board, Railway Bond, Azure-laid (Ivory), MF Book Cover (UV Fiber), SS Maplitho, Super White Maplitho, Super Shine Printing, Base Paper for Coating, Sticker Base Paper, Copier Paper 75 gsm (Eco Mark) are some of the varieties that have wide range of applications.

CPP also manufactures high quality dissolving Rayon Grade Pulp, raw material for viscose filament Yarn/staple fiber and bleached Hardwood Paper Grade Pulp.

**Presently the following main plants are in existence within the campus:**

**W.P.P. PLANT**

Integrated Pulp & Paper Unit based on Eucalyptus and Bamboo furnish. Two Paper Machines with 115 TPD Capacity. Capable to manufacture 44-210 gsm (gm/sq.metre). Machine deckle is 2.69 meters. Rewinders are Jagenberg make with 1000m/min speed and cutters are of 1.45m. width with 200m./min speed.

**R.G.P. PLANT**

Based on Eucalyptus & Poplar furnish. Bleaching sequence includes Chlorine dioxide treatment. Sheeting M/c with 105TPD production with on machine cutters and baling press. (Make Carcano, Italy make). M/c deckle 2.4 meters.

**BAGASSE PLANT**

Based on Bagasse furnish 84%, Eucalyptus and Bamboo 10% and imported Pulp 6%. Paper machine equipped with Film Press for on-line coating with 235 TPD production. Capable to manufacture 40-120 gsm including light weight coated varieties. M/c deckle 5.2 meters.
RE CYCLE FIBRE PLANT

A second fiber based plant manufacturing writing printing paper. DIP plant is equipped with two stage floatation and two-stage bleaching. Latest technology incorporated in this plant facilitates production of finest paper quality in this category. The product range includes writing and printing papers of 52-130 GSM.

TISSUE PLANT

Prime grade tissue plant of 100 TPD with hi-speed machine (2000MPM) supplied by metro is equipped with latest technology to produce finest quality in this category. The product range will include facial, napkin, toilet, C-fold, and kitchen towel etc. in the range 13-40 GSM.

BOARD PLANT

Based on Wood & Waste paper, Voith Machine equipped with latest technology, capable to produce 500 TPD finest quality Packaging Board with 600 MPM speed. The product range includes 4 layer board of 170 to 500 GSM, M/C Deckle is 3.75 Mtr.

POWER BLOCK

Power houses has 9 coal & pith fired boilers and three turbines. The turbines are of 6.8 MW BHEL TG Set (extraction back pressure), 21 MW TDK TG Set and 16 MW BHEL Turbine, 43 MW TG Set (All are Double extraction condensing type). 8 boilers are fluidized bed boilers out of which, 1 F.B.C. Boiler is of 100 T/hr, 62 kg/cm2, 480 degree Celsius, 3 F.B.C. Boilers are of 23 T/hr, 47 ata, 420 degree Celsius each and 2 F.B.C. Boilers are of 50 T/hr, 63 ata, 480 degree Celsius each, 1 boiler is spreader stoker coal fired boiler of 25 T/hr, 47 ata, 420 degree Celsius and 1 boiler is coal cum pith fired boiler of 60 T/hr, 66 ata, 485 degree Celsius, 1 new coal boiler of 100 T/hr, 65 Kg/ Cm2, 480 degree Celsius.

CHEMICAL RECOVERY PLANT

Chemical Recovery Plant recovers cooking chemicals spent during cooking operation in digesters with the help of latest technology available. These chemicals are reused in cooking operation in Pulp Mill. The liquor received from Pulp Mill is called Black Liquor and the liquor supplied back to Pulp Mill is called White Liquor based on their colour appearance. The Black liquor contains substantial quantity of organic matter like lignin which when burnt in Recovery
Boiler along with Black liquor releases enormous amount of heat which is utilized to generate high pressure steam and is sent to turbines to generate power. The black liquor is first concentrated in Evaporators, then burnt in Boilers and thereafter is reacted with Lime (Calcium oxide) in Causticizing section to finally recover the spent chemicals. Make-up sulphur and lime stone are added in the system as per requirement. Lime is produced in Rotary Lime Kilns by burning the mud (Calcium Carbonate) obtained from Causticizing Section.

1.9.2 Commitment to Quality and Service

At Century quality is an all-pervasive commitment. It strive to continually improve the quality of its products and services, which has been, affirmed in the form of ISO 9001:2008 certification to the company for its Quality Management System. The company has been responsive to the changing market requirement and has developed new quality products to care to the varying end uses.

Power Block

Power House has 8 coal fired boilers and 3 turbines. The turbines are of 6.8 MW BHEL TG Set (Extraction Back Pressure), 21 MW TDK TG Set (Double Extraction condensing Type) and 16 MW BHEL Turbine.

6 Boilers are Fluidized Bed Boilers out of which one F.B.C. Boiler is of 100 T/hr, 62 kg/cm, 480°C, 3 F.B.C. Boilers are of 23 T/hr, 47 ata, 420°C each and 2 F.B.C. Boilers are of 50 T/hr, 63 ata, 480°C each, 1 Boiler is Spreader Stroke Coal Fired Boiler of 25 T/hr, 47 ata, 420°C and 1 boiler is Pith Fired Boiler of 60 T/hr, 66 ata, 485°C.

1.9.3 ABOUT WORKFORCE IN CPP

Total Workforce in CPP - 2919

Classification of Workmen

- Permanent Workers - 2117
- Permanent Staff - 802

Categorization of Staff

- Graded Staff - 135
- Non Graded Staff-includes executives- 667
Table 1.2: Shifts and Timings in CPP
(Approx 3000 Contractual workmen are also engaged on different temporary or casual jobs.)

<table>
<thead>
<tr>
<th>SHIFT</th>
<th>TIMINGS</th>
<th>NO. OF WORKERS</th>
<th>NO. OF STAFF</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>6AM TO 2PM</td>
<td>496</td>
<td>116</td>
<td>612</td>
</tr>
<tr>
<td>B</td>
<td>2PM TO 10AM</td>
<td>522</td>
<td>137</td>
<td>659</td>
</tr>
<tr>
<td>C</td>
<td>10PM TO 6AM</td>
<td>471</td>
<td>104</td>
<td>575</td>
</tr>
<tr>
<td>D</td>
<td>8AM TO 5PM</td>
<td>628</td>
<td>445</td>
<td>1071</td>
</tr>
<tr>
<td></td>
<td>TOTAL</td>
<td>2117</td>
<td>802</td>
<td>2919</td>
</tr>
</tbody>
</table>

(Source : Century Pulp & Paper Mill, Lalkuan)

Main Departments in CPP:
- Process Department
- Maintenance Department
- Electrical Department
- Instrumental Department
- Project Department
- ETP/WTP Department
- Personnel & Administration Department
- Finance Department
- Sales & Excise Department
- Purchase & Stores Department
- Raw Material
- RGP Lab, WPP, QC & Research & Development Labs

1.9.4 PRODUCTS AND TYPES OF PRODUCTS

Century Pulp and Paper Mill was established in 1984 with an installed capacity of 20000 TPA of writing printing paper and 20000 TPA of Rayon Grade Pulp,
37250 TPA paper (Wood based plant) and 84600 TPA paper bagasse based plant. Today the company is pioneer in bagasse based paper manufacturing throughout the country. Company has established its brand equity against stiff competition from other manufacturers. There is more competition in Bagasse and Wood based paper.

The products manufactured by CPP (as in ANNEXURE 1)

1.9.5 PROCESS DESCRIPTION:


The main steps in manufacturing Paper / Rayon grade pulp are as follows:

- Chipping of the logs of Bamboo, Eucalyptus / Poplar in W.P.P. Street and Eucalyptus in R.G.P. Street to about 1" size chips and storage in chips silo.
- Bagasse unloading, handling, depithing, pile building, reclaiming and washing in bagasse street.
- Cooking – Sulphate process: In WPP and RGP streets, vertical Batch Digesters (for chips cooking) & in bagasse street, continuous Tube type digesters (for bagasse fiber cooking) are in operation. The cooking process is carried out at present temperature and pressure in presence of cooking / chemicals for specified cooking period.
- Removal of Knots / uncooked / partially cooked portion of the material obtained from digesters on the knotters.
- Washing of the pulp in brown stock washers to remove spent chemicals and organic matter.
- Screening and cleaning of the pulp to remove impurities.
- Bleaching of the pulp based on the latest technology to attain final pulp brightness as per requirement.
- Sizing and loading of pulp stock in the stock preparation section to achieve desired qualities in final product.
• Paper sheet formation in Paper Machines (WPP & Bagasse Streets) equipped for online quality products.

• Pulp sheet formation in Sheeting machine in RGP street equipped for online quality products.

1.9.6 HUMAN RESOURCE MANAGEMENT IN CPP – At a Glance:

To achieve organizational goal is the ultimate aim of every organization, whether small, medium or large in scale. So, Keeping in view the large size, large no. of departments and large workforce of the mill the personnel department of CPP manages the work in such a way so that the company may run smoothly and systematically.

Responsibilities in the mill are so divided that all the sections receive direction from the HOD i.e. V.P. (Personnel & Administration Department). All related information, feedback and reporting is carried by sectional heads to V.P. Thus it can be observed that there is a strong coordination and good teamwork work between the different sections of the P & A department.

Work undertaken by different departments in CPP

1. **PERSONNEL:** Recruitment, Transfer, Promotion, Punishment, I.R. (Grievance handling, Disciplinary actions, Domestic enquiry, Court case, Negotiations with trade unions, Agreement). All Welfare activities, Maintaining personnel files, dealing with local authorities, Govt. officials, Local leaders, Policy making & implementation of labour laws with correspondence on related matters.

2. **SECURITY:** To abide by law & order and maintain discipline and Harmony. To check unauthorized entries of man and materials, Gate control, checking of vehicles, visitors & employees at gate to control theft, unauthorized outing of employees etc, posting of security persons at specified areas or spots to control sabotage & miss-happening, patrolling day and night to avoid theft or airy other unhealthy acts. Managing entries of incoming and outgoing materials.

3. **TIME OFFICE:** Time and Wages management- Record of day to day shift wise attendance, leave record, O.T. Record, preparation of salary & wages, leave encashment, Bonus & Gratuity payment, Full & final payments.
Managing casuals or supply labour as per the demand of different wages & O.T. Distribution.

4. **LIAISON & LEGAL:** Excluding industrial disputes all legal matters (like Transportation, Railways, Raw-materials etc.) coordinated by this section.

   Liaison with different departments (Private & Govt.) or officials to make easier the company's work.

5. **ADMINISTRATION:** Monitoring & Controlling the contractors and their workers activities specially- attendance, payment of wages, minimum wages, accidents.

   ESI, PF, contribution and deposition of these contributions to concern Govt. offices.

6. **HUMAN RESOURCE DEPARTMENT:**
   - Induction & Orientation of new entrants.
   - Training & Development activities.
   - Performance Appraisal (Coordinating the system as per Company's Policy and approved procedure).
   - HRD climate survey to reviewing / revising HR policies.
   - Community Development activities.
   - Coordination of TPM, ISO-9001, 14001, OHSAS 18001, ISMS 27001 activities.
   - Managing visits and summer training time to time.

7. **SAFETY: Goal- “0 (Zero) percent Accident”**
   - Identifying unsafe conditions & Acts. Create awareness among all employees regarding risks, safety measures, uses of safety equipments & personal protective equipments.
   - Regular training in house & on the job to aware the contractors labour about safety.
   - Regular safety patrolling, implement work permit system.
   - Monitoring and testing arrangements of pressure vessels, Hoists, pullips, chains etc on specified intervals.
- Maintaining fire tenders, safety equipments fire hydrants, fire extinguishers etc.
- Safety credits and compliances of different acts & rules.

**Table 1.3: HRD DEPARTMENT IN CPP**

<table>
<thead>
<tr>
<th>S.NO.</th>
<th>ACTIVITY</th>
<th>OBJECTIVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Training &amp; Development</td>
<td>Behavioral/Skill enhancement.</td>
</tr>
<tr>
<td>2</td>
<td>TPM</td>
<td>Minimize cost of quality/maintenance.</td>
</tr>
<tr>
<td>3</td>
<td>Appraisals</td>
<td>Measurement of performance.</td>
</tr>
<tr>
<td>4</td>
<td>Quality circle</td>
<td>Problem-solving, Team Building and skill development.</td>
</tr>
<tr>
<td>5</td>
<td>Suggestions</td>
<td>Participation in management.</td>
</tr>
<tr>
<td>6</td>
<td>Kaizens</td>
<td>Loss Eliminations/Improvements.</td>
</tr>
<tr>
<td>7</td>
<td>HRD Climate Survey</td>
<td>Identifying strengths and weaknesses.</td>
</tr>
<tr>
<td>8</td>
<td>Quality Management System</td>
<td>Improvement in process, consistent product quality.</td>
</tr>
<tr>
<td>10</td>
<td>OHS AS-18001</td>
<td>To achieve safe and healthy environment.</td>
</tr>
<tr>
<td>11</td>
<td>EMS</td>
<td>Environment protection.</td>
</tr>
<tr>
<td>12</td>
<td>Library</td>
<td>Building a learning organization, strengthening intellectual capital.</td>
</tr>
<tr>
<td>13</td>
<td>Community Development</td>
<td>Goodwill for the organization eases meeting organizational objectives.</td>
</tr>
</tbody>
</table>

(Source : Century Pulp & Paper Mill, Lalkuan)

(Organizational Hierarchy of CPP and its employees is shown in ANNEXURE 2)

In an organization whether small or large in size, it’s the human/people who carry out many important activities related to work. Therefore, the most important task of management becomes to organize them, so that they can perform their work more effectively and efficiently. Human Resource Management is a function which focuses on recruiting, managing and directing human resources or
employees, those who work within the organization. It suggests the management to strategically manage people as business resources and to deal with the issues related to them such as recruitment, compensation, safety, motivation, training, administration etc. HR professionals advise managers and supervisors to assign employees to different roles in the organization, in order to make them successfully adapt to its environment. They also suggest strategies to increase employees’ commitment towards the organization. Effective HRM aims at motivating employees to contribute effectively and productively to the accomplishment of company’s goals and objectives. The various functions of HRM like planning, organizing, directing, staffing etc should be handled in an organized way to achieve success.

As the size of an organization grows larger and its technology becomes more complex, it also becomes progressively difficult to deal and coordinate with the people within that organization. It is impossible for an individual person to watch each and every person doing their work. In such case, need of a well trained and experienced HR Department arises. Since, a well trained and experienced HR Department helps the organization to make use of its human resources in a much better and effective way. It not only helps the management to hire a required talent but also helps the hired employee to grow and stay committed for a long run in the organization.

1.10 METHODOLOGY USED:

Broadly speaking there are two sources for collection of statistical data i.e. Primary or internal and Secondary or external. Primary data is basically collected from within the organization and are complied in basic records of the institution. They are first hand information collected directly from the source. These data are original and raw in form. Therefore is said to be the crude form of information. The investigator himself collects the data or supervises its collection through samples, census or from case studies. On the other hand secondary data are second hand information, collected and processed by some other agency or institute like any Government agencies, any office, magazine, journals, pamphlets etc. and are not used first time.

The methodology used for this research is based on primary and secondary data, where the primary data is collected through Questionnaires cum Schedules. Questionnaire is a research instrument consisting of a set of carefully designed
series of questions in exactly the same form given to the group of people for the
purpose of gathering the information from the respondents in order to collect data
about some topic in which the researcher is interested. Questionnaires help in
collection of appropriate data having standardized answers which are easy to be
compiled in the cheapest way. Schedule is a set of questions structured on a given
topic which guides an investigator or the researcher. It is a guideline for
investigation. It contains direct questions as well as questions in the tabular form
presented for a specific purpose for testing an assumption or hypothesis. Sample
size took by the researcher for the collection of primary data for the study is:

- No. of Executives questioned in CPP – 10
- No. of Skilled Employees questioned in CPP – 100
- No. of Unskilled Employees questioned in CPP – 100

Secondary data was obtained from the HRD Department of CPP. Questionnaires
cum schedules used by the researcher for this study are enclosed herewith at the
back of the annexure of the thesis.

Data collected through the questionnaires in the raw form was changed into
percentile form and through the percentages obtained different conclusions were
drawn by the researcher. Change of the feedbacks into percentage was as:

1. Very True 76% - 100%
2. True 51% - 75%
3. Partly True 26% - 50%
4. Not True 0% - 25%

To analyse the data various books written by different authors such as C R
Kothari, S.P Singh, Mohan Singhal etc were consulted by the researcher.

1.11 LITERATURE REVIEW:

Till now various works have been done in the study of Human Resource Practices
in various large scale industries but no such work is been done on this field in
Century Pulp & Paper Mill, Lalkuan. Here I would like to present literature of
some of the relevant studies being done by the different researchers in the area of
Human Resource Management and the related aspects.
Chakrabarty (1978)\textsuperscript{13} in his study on “Personnel Management in Consumer Cooperatives” observed that nepotism and favoritism are still the main hurdles in the field of personnel management, especially in recruitment and selection.

Appa Rao (1988)\textsuperscript{14} in his study on “Personnel Management in Small Industry” has examined the personnel management policies and practices in Indian small scale industries and pointed out the deficiencies there in. He has suggested measures for improving personnel management policies and practices in small scale sector.

Roback (1989)\textsuperscript{15} has reviewed the literature in the field of human resource management and development, with emphasis on training and evaluation, career development systems and management, and discipline. Particular research patterns focusing on public personnel perspectives have been emphasized and analyzed.

Khurshid Khurana\textsuperscript{16} carried out a study on “Human Resource Development Practices in Large Scale Industries in the Pune Metropolitan Region”. His findings reveal that large scale industries in Pune do follow certain logical procedures for human resource practices.

Ranga Rao (2000)\textsuperscript{17}, in his article, has suggested that the success of any organization depends on how it utilizes the resources and how effectively it satisfies the customer requirements. He pointed out that there should be a balance between cost and quality of the product and this can be achieved through the effectiveness in utilization of resources and by eliminating the non-value added activities.

Vara Prasad\textsuperscript{18} in his article on “HR Practices and Business Performance,” has discussed that organizations can gain competitive advantage by implementing successful HR Practices. Such practices consistently generate attentiveness on the part of employees to attain business goals in the best possible and ethical manner. He also stated that the use of HR practices contribute to enhance employee commitment and is in turn linked to higher levels of productivity and quality of services.
1.12 CONSTRAINTS:

1. Executives and skilled as well as unskilled workers were not ready to give the answers of questions being asked to them. They were not so cooperative.

2. Some of the unskilled workers were not aware of the questions being asked to them and were feeling shy to give the answers.

1.13 CONCLUSION:

Thus it can be concluded that Human Resource Management makes the most effective and efficient use of human resources in order to achieve the predetermined goals successfully. HRM is not a very recent concept but many of the well known philosophers and thinkers such as L.S. Hsu, Adam Smith, F. W. Taylor, Henry Fayol, Robert Owen etc have been giving their precious views in regard of the topic. For example Robert Owen came up with the idea of treating workers better in order to increase their efficiency, Henry L. Gantt strongly supported the recognition of human factor in management, Maslow’s hierarchy of needs presented the various human needs in a particular order etc. HRM is very important for all the organizations since it enables the managers to achieve maximum out of the minimum and hence have the optimum utilization of the resources. HRM includes various managerial and operative functions which help the organization to survive for the long run.

Century Pulp & Paper Mill, one of the biggest mill was set up in Uttarakhand in the year 1984, which manufactures the bagasse based paper throughout the country. There are many plants existing within the campus dealing in different varieties. The total work force in CPP is approx 2919. Out of which some workers are skilled and basically form the permanent staff while some are unskilled and are appointed on the contract basis. The Human Resource Department in CPP is being divided into different departments according to their activities such as Training & Development, Quality Circle, Safety etc.
REFERENCES:


*******

Estelar