CONCLUSION

Human Resource Management is the most vital need of every organization. Every organization whether profit earning or non-profit earning, large scale or small scale need a proper human resource management to achieve their predetermined objectives. In India there are various large scale, medium scale and small scale industries which mostly have their well defined human resource department to manage their most important factor of production i.e. human. HRM includes various managerial and operative functions, which when properly handled leads the organization towards prosperity. In the earlier chapters of the thesis, researcher looked upon these functions of HRM minutely in accordance to the general theory as well as to the HRM being practiced in Century Pulp & Paper Mill Lalkuan, a well known large scale industry of Uttarakhand which was set up in the year 1984 manufacturing bagasse based paper used throughout the country. While going through the research in CPP it was found that out of the total working force in CPP some are categorized as skilled or permanent workers while other come under the category of unskilled or contract workers, appointed through different contractors.

The main purpose of this study is to find out the HRM practices being followed in CPP and the various problems and difficulties being faced by the workers due to these practices. For this the researcher used primary data which were collected through questionnaires cum schedules and while collection of the data researcher faced few constraints also, as the workers skilled as well as unskilled were not ready to answer the question being presented to them. The total workforce in CPP is approx 2919 out of which some workers are skilled and permanent ones while some are unskilled, appointed by the different contractors. The HR Department of CPP is being divided into different departments according to their activities such as Training & Development, Quality Circle, Safety etc.

The primary function of HRM is human resource planning which is also known as a forward looking function as it consists of estimation of manpower requirements of an enterprise. HR planning is neither static nor rigid as every organization has its own manpower requirement and its own way to fulfill that requirement. Various methods and techniques are used in forecasting the demand
and supply of manpower resource and so is done in CPP. Combination of various such methods and techniques are used in CPP. While going through the feedback of the workers in CPP it was found that the executive class of CPP is well aware of the of the different departments of CPP along with their inter linkage while on the other hand workers specially unskilled workers are not very clear about the tasks and objectives of CPP. They feel that the HR Department is not providing them the welfare services more effectively and if any such service is provided to them it is not easily accessible to the unskilled workers in comparison to the skilled ones. Even the workers feel that the internal applicants are not provided with good opportunities for recruitment and selection process in comparison to the external applicants. Unskilled workers even feel that the test and interview techniques are more biased than the skilled ones.

After Human Resource Planning the next function of HRM is Recruitment, Selection and Training which are the integral part of HRM. Recruitment is the process of finding and then attracting the most capable applicant for the required vacancy. There are different sources of recruitment which are divided into two parts i.e. internal source and external source. It depends on the organization that which source is being used by them. Selection is also known as negative function as it includes rejection. The capable applicants are retained in the organization while the incapable ones are rejected. Once the selection process is completed the selected applicants are provided with the proper training in order to increase their knowledge and skill in performing a particular task. CPP also has its well defined and documented recruitment and selection policy and procedure which include various steps. But while going through the questions being put up by the researcher regarding the recruitment, selection and training procedure being followed in CPP, the researcher found that the executives are satisfied with the recruitment & selection procedure being followed in the organization while on the other hand both the skilled as well as unskilled workers have same view on this procedure only the unskilled workers are not satisfied with the job explanation to them during the time of induction and the information being provided to them for the upcoming training session.

Once the recruitment, selection and training process is completed the next HRM function is Motivation, which includes motivating and inspiring the workers to work in the desired manner to complete the given task. Motivated workers give their best in comparison to the workers who are pressurized to do any given work. Motivation helps in increasing the productivity of a worker. Different
philosophers and thinkers like Maslow, Herzberg, porter & Lawler etc have given their own theories on motivation and CPP uses some part of different theories to motivate their employees. Various tools like quality circles, worker’s participation in management etc are also used in CPP to motivate its employees. While going through the feedback of employees and the executives it was seen that most of the executives are satisfied with the motivational policy of CPP. And in case of workers both skilled and unskilled workers have same view regarding the motivational policy in CPP but unskilled workers are given lesser opportunities to express their views to the upper management regarding any of the grievances or suggestions and if given any chance the proper weightage is not given to their suggestions. Most of the unskilled workers need both monetary as well as non monetary incentives as a motivational factor.

When workers are motivated properly in an organization they give their best without any complains but if the motivational factor is not present or workers are dissatisfied with any policy of the firm, in this case the situation leads to grievances among the workers. Grievances among the workers can be due to any of the reason such as dissatisfaction related to the working conditions, management policy, violation of rules and regulations etc. And in case these grievances are not handled properly can lead to various industrial disputes like strikes, lockouts, gherao etc. in order to avoid these disputes every organization has its own grievance redressal procedure which helps in maintaining the cordial relations between the management and the workers. CPP also has its own grievance handling procedure. The company tries to settle the grievances among workers through a proper channel but when the workers were asked questions about the grievance handling procedure in CPP their feedback was different for executives, skilled and unskilled workers. Executives when were asked about the grievance procedure in CPP they were satisfied with the procedure and told that the frequency of grievances is also not very high in the company and if they receive any grievance it is related mostly with the work group and then to the supervision. According to them proper records are maintained for the grievance settlement. On the other hand through the feedback of workers skilled as well as unskilled it is seen that the main cause of grievance among the workers is related with salary and the workers specially the unskilled ones are not very much aware of the grievance redressal system of CPP, how it works and how it can be helpful to them. And due to this ignorance only they are not satisfied with the redressal committee.
After going through the various functions of HRM in CPP and the feedback of workers and executives the researcher found the reason for various problems and difficulties being faced by the workers in CPP. The main problem and difficulties are being faced by the unskilled or the contract workers in CPP in comparison to the skilled ones. Basically the problems faced by the unskilled workers are related with health, their wages, safety needs, social security, housing, education of their wards medical needs etc. The unskilled workers fall under the unorganized sector and that’s why they are not able to present their grievances before a suitable authority. Even in case of any injustice or misbehave by the contractor or contractor’s supervisor they only suffer the loss. They are deprived from the various benefits which an employee must get from his job. Even their jobs are also not secured.

**Suggestions:** Researcher when asked a general question to employees i.e. “Towards which area, HR and organization needs to work according to you?” Through the feedback of various employees various suggestions can be given by the researcher to the HR Department in CPP as:

1. Chemical based industries which create pollution like CPP should make sure that the employees are given facilities for the full routine check up once in a year.

2. Proper treatment facilities should be provided to the employees and for that well maintained and equipped hospitals should be developed in the nearby area.

3. Proper canteen facility should be provided to the employees working in the factory with hygienic and nutritious meals.

4. Insurance limit of the workers should be increased accordingly.

5. How and when to use the safety tools should be taught properly to all the employees from lower level to upper level.

6. Proper education facility should to be provided to the wards of the employees working in the organization and the meritorious students should always be encouraged.

7. Proper education and training should be provided to the employees from time to time to face any miss happening at the working area and the
employees should always be encouraged to use safety tools while working.

8. CPP is a chemical based plant, and the machineries used here secrete pollution for the employees working there as well as the local people residing nearby so these machineries should be checked from time to time in order to minimize the pollution.

9. Chemicals, acids, oil etc should not be allowed to pour on the land as it may degrade quality of the land.

10. To raise the living standard of employees, the organization should try to keep on updating their employees and should increase their wages accordingly.

11. The company should keep on organizing various social and religious gatherings and programmes from time to time as it will help the employees morally and will make them loyal towards their nation too.

12. Employees those who are hard working should be promoted accordingly.

So, after going through the whole research few suggestions can be given by the researcher to make the Human Resource Management system of CPP more strong and successful. As proved in the whole thesis HRM can be said to be the backbone of every organization so first of all the emphasis should be given to make the HRM department as strongest as possible. The best, qualified and experienced candidates should be appointed for the HRM department. Once the department is filled with the best and talented employees the department should look forward for the best human resource planning process or the combination of different processes like work study method, ratio trend analysis, Delphi technique etc. Human Resource Information System (HRIS) is also a good online solution for the small to mid-sized businesses. CPP can also use HRIS for fulfilling their data entry, data tracking and data information needs of human resources to manage their HR Payroll, management and accounting activities.

Once the Human Resource Planning is done recruitment and selection process starts. Two main sources of Recruitment process in any organization are external and internal source. CPP has its specific procedure for the recruitment and selection process but to get the best employees recruited and selected it is very necessary to have a well coordination between the two sources as both have their
prose and corns. If any of the sources is overlooked the organization may suffer. CPP should also look for the well coordinated sources of recruitment and selection process for their organization. Weightage should be given to both the internal employees as well external employees. Even the talented freshers should also be given chance to prove themselves. Training enhances the skills of an employee. It helps in updating and reviewing the knowledge of employees, so its significance should not be overlooked. CPP also follows the series of steps to provide training to its employees. Training sessions in CPP can become more successful if the identification of training needs will be done on the basis of organization, tasks to be performed and person to perform those tasks. Once the training needs are assessed the objectives of training should be set up along with the training methods. Emphasis should be given to both, On the Job training as well as Off the Job training.

Motivation acts as a push factor for any employee working in an organization. Motivation fills the employees with the positive energy to work in the right direction. Different philosophers have given their different views on the term motivation and thus have given the different theories but if we will go at the depth of every theory we may find that each theory correlates with the other. At last each theory concludes that the motivation is the only mean to get the things done through others in the most willingly manner. There are different motivational tools used to motivate employees directly or indirectly in every organization. CPP also uses different motivational tools to motivate its employees and the researcher in its research has found that many of the tools are based on the safety, security and belongingness needs. The basic or physiological needs of the employees suffer a lot. While in every organization its must to first fulfill all the basic needs of the employees. Even if we go through the Maslow’s need hierarchy theory first level of need to be fulfilled of every employee is the basic or physiological need. So, in order to get the full support of employees CPP should look forward to fulfill the basic needs of its employees like their housing needs, education of their wards, transportation needs etc.

Dissatisfaction or any type of sense of injustice leads grievance among the employees and grievance in turn leads to conflicts and disputes within the organization. No organization whether small or big can’t say that they don’t face any type of grievance in their organization and to handle the grievances each organization follows its on grievance handling procedure. CPP also follows its own grievance handling procedure. Going through the research, the researcher