BIBLIOGRAPHY

BOOKS


JOURNALS AND MAGAZINES


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Richards, David; Bee, Penny; Barkham, Michael; Gilbody, Simon; Cahill, Jane; Glanville, Julie. (2006). The prevalence of nursing staff stress on adult acute psychiatric in-patient wards, *Social Psychiatry & Psychiatric Epidemiology*, 41(1), 34-43.


Wiesner, Margit; Windle, Michael; Freeman, Amy. (2005). Work Stress, Substance Use, and Depression Among Young Adult Workers: An Examination of Main and Moderator Effect Models, *Journal of Occupational Health Psychology*, 10 (2), 83-96.


**WEBSITES :**

- http://cmhc.utexas.edu/stressrecess/
http://www.helpguide.org/mental/stress_management_relief_coping.htm
http://www.lifepositive.com/mind/psychology/stress
http://www.medicinenet.com/stress_management_techniques/article.htm
http://www.nhs.uk/livewell/stressmanagement
http://www.stress-management.net/
http://www.stressmanagementforum.com/
http://www.studygs.net/stress.htm
http://www.webmd.com/balance/stress-management
QUESTIONNAIRE

PART-A

PERSONAL DATA

Please tick (✓) the appropriate box

1. Name of the respondent : 
2. Name of the Company : 
3. Age : ____ Yrs.
4. Sex
   a) Male ☐ b) Female ☐
5. Educational qualification
   a) School level ☐ b) ITI & Diploma ☐
   c) Graduate ☐ d) Professional ☐
6. Designation
   a) Manager ☐ b) Assistant ☐
   c) Staff ☐ c) Worker ☐
7. Department
   a) Personnel ☐ b) Marketing ☐
   c) Finance ☐ d) Production ☐
8. Salary
   a) Below Rs. 9000 ☐ b) Rs.9001 to 12000 ☐
   c) Rs.12001- 15000 ☐ d) Above Rs.15000 ☐
9. Marital Status
   a) Unmarried ☐ b) Married ☐
10. Number of dependents
    a) 1 to 3 members ☐ b) 4 to 5 members ☐
    c) Above 5 members ☐
11. Family system :
    a) Nuclear ☐ b) Joint family ☐
12. Year of experience in this company:
   a) 1 to 5 years  □  b) 6 to 10 years  □
   c) 11 to 15 years □  d) Above 15 years □

13. Distance between company and residence:
   a) Less than 2 km □  b) 2 to 4 km □
   c) 5 to 6 km □  d) 6 km and above □

14. Working time:
   a) 5-8 hours □  b) More than 8 hours □

15. What motivated you to choose this profession?
   a) Respect in society □  b) High pay packages □
   c) Comfort □  d) Convenient working hours □
   e) Challenging Profession □  f) Others □

16. Which factor has influenced you to join the present company?
   a) Family situation □  b) Nearness to house □
   c) Attractive pay □  d) Conducive working environment □
   e) Change for promotion and personal development □
   g) If any other, kindly state ________________________________

17. What areas in your life make you feel stressful?
   a) Work related issues □
   b) Relationships with superior, peers and subordinates □
   c) Family events □
   d) Health problems □
   e) Any other specify __________ □

**PART-B**

PERCEPTION OF RESPONDENTS ON OCCUPATIONAL STRESS

The following statements aim at measuring the perception of employees on Occupational Stress. Kindly tick (√) the appropriate box

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Statements</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>B1</td>
<td>My job is stressful</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>B2</td>
<td>My experience stress very often</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>B3</td>
<td>Occupational Stress has a negative impact on my performance</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>B4</td>
<td>Occupational stress does not have any impact on my performance at work</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
PART-C
OPINION OF RESPONDENTS ON OCCUPATIONAL STRESS

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Statements</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>C1</td>
<td>Do you have self-confidence</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C2</td>
<td>Are you able to adapt to changes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C3</td>
<td>Are you aggressive</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C4</td>
<td>Are you competitive</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C5</td>
<td>Do you have positive image of your self</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C6</td>
<td>Do you have patience</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C7</td>
<td>Do you mild mannered</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C8</td>
<td>Do you have high self-esteem</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C9</td>
<td>Are you suspicious of others</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C10</td>
<td>Do you have tolerance</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

PART-D
PERCEPTION ABOUT JOB

Given below are some statements describing how you feel about your job. Please tick the appropriate box against each phrase which best describes how you feel about the statement. The phrases are Strongly Agree (SA), Agree (A), Neutral (N), Disagree (N), Disagree (D), and Strongly Disagree (SD).

<table>
<thead>
<tr>
<th>S.No.</th>
<th>QUESTIONS ABOUT JOB</th>
<th>SA</th>
<th>A</th>
<th>N</th>
<th>D</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>D1.1</td>
<td>On the whole, I get well along with others at work</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>D1.2</td>
<td>No conflict within my team</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>D1.3</td>
<td>I am able to share my feelings with my boss/colleagues</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>D1.4</td>
<td>I am confidence to succeed in the job</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>D1.5</td>
<td>The shift work is a main source of stress for me</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>D1.6</td>
<td>Intellectual / Technical demands of a job are the source of stress for me</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>D1.7</td>
<td>The work assigned is monotonous</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>D1.8</td>
<td>Interruption makes it difficult to complete all my works</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>S.No.</td>
<td>QUESTIONS ABOUT JOB</td>
<td>SA</td>
<td>A</td>
<td>N</td>
<td>D</td>
<td>SD</td>
</tr>
<tr>
<td>------</td>
<td>---------------------</td>
<td>----</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>----</td>
</tr>
<tr>
<td>D1.9</td>
<td>I am satisfied by the corrective measures given by the organisation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>D1.10</td>
<td>I feel the leadership style in the organisation is appropriate</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>D1.11</td>
<td>Ability to complete the work assigned to me</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>D1.12</td>
<td>Information received about the things need to know for me</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>D1.13</td>
<td>I have too many work demands at the same time</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>D1.14</td>
<td>I feel anxious and apprehensive when at work</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>D1.15</td>
<td>For all new tasks, receive adequate training</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>D1.16</td>
<td>My opinion is not sought in solving organisation problems</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>D1.17</td>
<td>The levels of physical effort required in job is stress for me</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>D1.18</td>
<td>Job stress leads to physical as well as mental health problems</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>S.No.</th>
<th>QUESTIONS ABOUT FAMILY</th>
<th>SA</th>
<th>A</th>
<th>N</th>
<th>D</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>D2.1</td>
<td>Drugs have become part of my life</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>D2.2</td>
<td>My work is cutting into my family life</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>D2.3</td>
<td>Problems in my family gives me stress</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>D2.4</td>
<td>Financial problems gives me stress</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>D2.5</td>
<td>Low social support leads me to stress</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>D2.6</td>
<td>I feel uncomfortable to adjust with the society when I am in stress</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>D2.7</td>
<td>I agree that my qualification is more for the present job</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>D2.8</td>
<td>I have a close and warm relationship with family and friends</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>D2.9</td>
<td>I am satisfied with my family members cooperation in my work life</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>D2.10</td>
<td>My journey to work place is stressful</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
PART-E

IMPACT OF OCCUPATIONAL STRESS

The following statements are aimed at measuring the effect of Occupational Stress. Please (✓) the most appropriate box.

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Statements</th>
<th>SA</th>
<th>A</th>
<th>N</th>
<th>D</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>E.1</td>
<td>I feel completely exhausted at the end of the day at my work place</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>E.2</td>
<td>I look irritated, nervous, angry and tensed while performing my job</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>E.3</td>
<td>I feel dissatisfied with my job</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>E.4</td>
<td>I often think of quitting my job</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>E.5</td>
<td>I feel calm and relaxed at work</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>E.6</td>
<td>I have taken a number of days of leave due to severe stress</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>E.7</td>
<td>I am able to complete my work in the stipulated time</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>E.8</td>
<td>I feel that I am doing work in the best way</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>E.9</td>
<td>I feel that my official assignments are more important than my personal interests</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

PART-F

CAUSES OF OCCUPATIONAL STRESSES

The following are some of the factors that lead to occupational stress. Give your ranking.

<table>
<thead>
<tr>
<th>S.No.</th>
<th>WORK RELATED CAUSES</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>F1.1</td>
<td>Temperature</td>
<td></td>
</tr>
<tr>
<td>F1.2</td>
<td>Noise</td>
<td></td>
</tr>
<tr>
<td>F1.3</td>
<td>Lighting</td>
<td></td>
</tr>
<tr>
<td>F1.4</td>
<td>Technology</td>
<td></td>
</tr>
<tr>
<td>F1.5</td>
<td>Accidents at work place</td>
<td></td>
</tr>
<tr>
<td>F1.6</td>
<td>Cleanliness</td>
<td></td>
</tr>
<tr>
<td>F1.7</td>
<td>Health hazards</td>
<td></td>
</tr>
<tr>
<td>F1.8</td>
<td>Air Pollution</td>
<td></td>
</tr>
<tr>
<td>F1.9</td>
<td>Excess work load</td>
<td></td>
</tr>
</tbody>
</table>
### PART-G

**CONSEQUENCES OF OCCUPATIONAL STRESS**

The following are some of the psychological and physical consequences when you are in stress? Please rank the following.

<table>
<thead>
<tr>
<th>S.No.</th>
<th>PSYCHOLOGICAL CONSEQUENCES</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>G1.1</td>
<td>Anxiety</td>
<td></td>
</tr>
<tr>
<td>G1.2</td>
<td>Boredom</td>
<td></td>
</tr>
<tr>
<td>G1.3</td>
<td>Low self esteem</td>
<td></td>
</tr>
<tr>
<td>G1.4</td>
<td>Forgetfulness</td>
<td></td>
</tr>
<tr>
<td>G1.5</td>
<td>Depression</td>
<td></td>
</tr>
<tr>
<td>G1.6</td>
<td>Angry</td>
<td></td>
</tr>
<tr>
<td>G1.7</td>
<td>Apathy / worry</td>
<td></td>
</tr>
<tr>
<td>G1.8</td>
<td>Insomnia (Sleeplessness)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>S.No.</th>
<th>PHYSICAL CONSEQUENCES</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>G2.1</td>
<td>Headache</td>
<td></td>
</tr>
<tr>
<td>G2.2</td>
<td>Diabetes</td>
<td></td>
</tr>
<tr>
<td>G2.3</td>
<td>Hypertension</td>
<td></td>
</tr>
<tr>
<td>G2.4</td>
<td>Skin disorder</td>
<td></td>
</tr>
<tr>
<td>G2.5</td>
<td>Ulcers</td>
<td></td>
</tr>
<tr>
<td>G2.6</td>
<td>Hair loss</td>
<td></td>
</tr>
<tr>
<td>G2.7</td>
<td>Upset stomach</td>
<td></td>
</tr>
</tbody>
</table>
PART-H

The following are some statements that employers do to reduce stress at work place. Mark your opinion as Yes or No

<table>
<thead>
<tr>
<th>S.No</th>
<th>Statements</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1.1</td>
<td>The equipment you use within my job is out dated</td>
<td></td>
<td></td>
</tr>
<tr>
<td>H1.2</td>
<td>There is risk of physical injury/illness in your working environment.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>H1.3</td>
<td>The top management commitment and support for the problems will only tend to more positive results.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>H1.4</td>
<td>Do you think changes in the work place will prevent stress</td>
<td></td>
<td></td>
</tr>
<tr>
<td>H1.5</td>
<td>Do you feel improving communication will prevent stress</td>
<td></td>
<td></td>
</tr>
<tr>
<td>H1.6</td>
<td>Do you feel that developing strategies that DO NO HARM will prevent stress</td>
<td></td>
<td></td>
</tr>
<tr>
<td>H1.7</td>
<td>Do you feel that stress management programmes and training for employees will reduce the stress?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>H1.8</td>
<td>Do you feel providing opportunities for social interaction among employees?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The following are some statement that you self handle a situation to reduce stress at work place. Mark your opinion (Rank the following.)

<table>
<thead>
<tr>
<th>S. No</th>
<th>SOURCES</th>
<th>RANK</th>
</tr>
</thead>
<tbody>
<tr>
<td>H2.1</td>
<td>Prayer</td>
<td></td>
</tr>
<tr>
<td>H2.2</td>
<td>Laugh</td>
<td></td>
</tr>
<tr>
<td>H2.3</td>
<td>Listening to Music</td>
<td></td>
</tr>
<tr>
<td>H2.4</td>
<td>Share with colleagues</td>
<td></td>
</tr>
<tr>
<td>H2.5</td>
<td>Moving from the place</td>
<td></td>
</tr>
<tr>
<td>H2.6</td>
<td>Meditation</td>
<td></td>
</tr>
<tr>
<td>H2.7</td>
<td>Exercise</td>
<td></td>
</tr>
<tr>
<td>H2.8</td>
<td>Smoking/Chewing</td>
<td></td>
</tr>
<tr>
<td>H2.9</td>
<td>Drinking water</td>
<td></td>
</tr>
<tr>
<td>H2.10</td>
<td>Rest and feel fresh</td>
<td></td>
</tr>
<tr>
<td>H2.11</td>
<td>Ignoring the problems</td>
<td></td>
</tr>
<tr>
<td>H2.12</td>
<td>Keeping quite and Cool</td>
<td></td>
</tr>
<tr>
<td>H2.13</td>
<td>Others.</td>
<td></td>
</tr>
</tbody>
</table>

Give your suggestions for overcoming the occupational

__________________________________________________________________________

__________________________________________________________________________

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APPENDIX II

PROFILE OF THE PAPER INDUSTRIES

I. PROFILE OF SESHASAYEE PAPER AND BOARDS LIMITED

INTRODUCTION TO THE ORGANISATION:

Seshasayee Paper and Boards Limited (SPB), the flagship company belonging to 'ESVIN GROUP', operates an integrated pulp, paper and paper board Mill at Pallipalayam, Erode-638 007, District Namakkal, TamilNadu, India.

HISTORY OF THE COMPANY:

Sri. S.Viswanathan was the Founder of the Company. He was responsible for the growth of the Company and bringing it to its present stature. Affectionately referred to as SV, by his friends and associates, he was a lawyer-turned freedom fighter-turned industrialist of a unique genre. He was a close associate of Sri. Jaya Prakash Narayan. He teamed up with Sri. R Venkataraman, former President of India, to practise Law at Chennai. He joined in 1957, the House of Seshasayees, a Managing Agency firm of repute in that era. With the untimely death of Sri. V.Seshasayee, SV took on the mantle, and his entrepreneurial drive and vision helped him establish, between 1958 and 1961, three Industrial enterprises, viz., Seshasayee Industries Limited, Simco Meters Limited, and Seshasayee Paper and Boards Limited. He also promoted, later, Neyveli Ceramics Limited, High Energy Batteries (India) Limited, Ponni Sugars & Chemicals Limited, SPB Projects & Consultancy Limited, Esvin Advanced Technologies Limited. The 'Magnum Opus' of SV was the
creation of TamilNadu Newsprint & Papers Limited. He took total charge and responsibility from concept to commissioning of this project. This was the first ever Mill to produce, successfully, newsprint out of sugarcane bagasse and continues to be one of the top profit performers of the State Government.

He laid great emphasis on the use of Bagasse as raw material for the Paper Industry to preserve forest cover and protect environment. His persistent thrust in this area has lead to more than 50% of paper production in the country now being made out of unconventional raw materials, such as Bagasse. He promoted Ponni Sugars which became the first sugar mill in the country, to use alternate fuel in its Boilers and release the Bagasse in entirety for Paper Making. He innovatively structured Irrigation projects with multiple objectives of using treated paper mill effluent for converting dry lands into wet lands, thus transforming the livelihood of local farming community and simultaneously meeting the raw material needs of both Sugar and Paper Industry.

Sri. S.Viswanathan was a Director on the Board of SPB from inception, representing the erstwhile Managing Agents. He took over as Managing Director of the Company in April 1970, with the abolition of the Managing Agency system. He became the Chairman and Managing Director in December 1986, on the stepping down of Sri. S.Narayanaswamy, as Chairman of the Company. He relinquished his office as Managing Director in April 1988 and continued as Non-Executive Chairman of the Company till his very end.
He was a strong believer in team work and professionalism. He was firmly of the view that the role of the Industry is not just to create wealth in a few hands, but must be extended to serve rural development, poverty alleviation, and employee welfare and society enlistment.

He paid great attention to operational details and played crucial role in nurturing the Company to its profit-yielding status. He was the inspiration behind the Company launching the recently completed Expansion / Modernisation Scheme. He was a 'visionary' par excellence and 'Karmayogi', non - pareil. Though he is no more, his lofty ideals will always be the guiding spirit in all the activities of the company.

**COLLABORATION:**

SPB, incorporated in June 1960, was promoted by Seshasayee Brothers (Pvt) Limited in association with a foreign collaborator M/s Parsons & Whitte more, South East Asia Inc., USA. It had also subscribed shares worth of rupees 75 lakhs.

After commencement of commercial production, having fulfilled their performance guarantee obligations, the foreign collaborators withdrew in 1969. Main promoters of the Company as on date are a group of companies belonging to the ESVIN group headed by Mr. N.Gopalaratnam.

**MAIN OBJECTIVES OF THE COMPANY**

1. To carry on business as paper and card board manufacturers in all its branches
2. To carry the manufacture of paper pulp, wood pulp, strew pulp and fiberous pulps of all description and cellulose and any other material required by the company.

3. To be the leader and pioneer in paper industry

4. To manufacture paper and its by-products

5. To manufacture diverse chemicals from out of its derivatives or paper or its by products

6. To carry on leasing and hire purchase business.

7. To carry on the business generation of power through non-conventional sources.

8. To manufacture, buy, sell, exchange alter manipulate improve, prepare for market or otherwise deal in all kinds of Baggage, Bamboo, Grass, Wood and other raw materials. To give technical consultancy and advisory services for the above activities.

9. To provide job opportunities to some extend.

10. To provide possible welfare facilities to its employees.

11. Servicing indenters, stockiest, customers with in short time.

12. To contributes towards HRD Reward for best performance.

**PRODUCTION CAPACITY:**

SPB commenced commercial production in December 1962, on commissioning a 20,000 tpa integrated facility, comprising a Pulp Mill and two Paper Machines (PM-1 and PM-2), capable of producing, writing, printing, Kraft and poster varieties of paper.
The Plant capacity was expanded to 35,000 tpa in 1967-68, by modification of PM-2 and addition of a third Paper Machine (PM-3). The cost of the expansion scheme, at Rs. 34 Millions, was partially financed by All India Financial Institutions by Rs. 31 Millions, in the second stage of expansion, undertaken in 1976, capacity was enhanced to 55,000 tpa, through addition of a 60 tpds new Paper Machine (PM-4). Cost of the project, including cost of a Chemical Recovery Boiler and other facilities for enhanced requirement of utilities, was estimated at Rs. 176 Millions. The same was part financed by term loans from Institutions and Banks to the extent of Rs. 145 Millions and the balance out of internal generation. SPB undertook various equipment balancing and modernization programmes, since then, for improving its operating efficiency, captive power generation capacity, etc., upto 1992-1993. Production achieved during the year 2004-2005 at 118854 tonnes, at an overall average basis weight of 74 gsm, was higher by 1583 tonnes over the production recorded in the year 2003-2004.

Company limited supplied the planning of building structure and placement and undertook for the completion of erection of factory buildings. They fulfilled their obligations of erection factory buildings in a record time

MODERNIZATION AND EXPANSION:

The company had drawn up on expansion and modernization plan in 1969 to 35,000 tonnes of pulp and paper annum, including capacity to produce 10,000 tonnes of duplex board. In 1976, the company embraced upon its second expansion project to increase its production capacity of 55,000 per annum. In 2000, the company
embarked upon its third expansion project to increase its production capacity to 1,20,000 tonnes of paper per annum.

PRESENT BUSINESS OF THE COMPANY

Presently the company is engaged in the manufacture and sale of almost all varieties at paper and paperboards. The total exports of paper during the year 1998-99 was 4,095 tonnes, 1999-2000 was 5,121 tonnes, 2000-2001 was 3,998 tonnes, 2001-2002 was 20,000 tonnes, 2002-2003 was 20,295 tonnes of paper, 2004-2005 it was 21,993 tonnes of paper. The export of the study unit has increased more three folds particularly during the last two years of the study period.

ADMINISTRATION OF SESHASAYEE PAPER AND BOARDSLIMITED:

Because of well planned activities and proper function of the management the factory has been able to maintain its position well. The present chairman, N. Gopalaratham was responsible for the growth of the company from its inception. The following chart shows the administration of the seshasayee paper and Boards limited.

BRANCH OFFICE

The company has the following branches at the different part of the company, Mumabi – Initially services both Gujarat and Maharastra markets. Now it is exclusively the Gujarat market. Calcutta – West Bengal, Orissa and other Easter market.

VARIOUS TYPES OF SECTIONS
By nature there are three kinds of section;

- Process section
- Mechanical section.
- Services process section.
- Administration section:

EMPLOYEES CATEGORY OF SPB:

At present there are 2360 employees on the rolls of the company. In addition the company gives indirect employment to over 10,000 workers, distributed partly in the factory and colony area and mostly in the various forests crops where from the mill cuts and transport bamboo and wood to the mill site. The employees are classified into two broad category viz., workers and staff. Workers are classified into three categories: Helper, Operator and Senior operator. Staffs are classified into three categories: a) Junior Officer b) Assistant Officer and c) Officer.

RECRUITMENT

The company has taken the employees, staff members through campus interview. This recruitment policy is applicable in system department of instrument department. Some of the executive recruitment posts are advertised through the Hindu newspaper and reputed magazines. Sometimes the management appoints employees and staff through direct application.

PROMOTION POLICY OF THE WORKERS:
The promotion policy is classified into two types: Time bound promotion (once in 5 years) and Vacancy based promotion.

Workers promotions are classified into three steps: Lower level employee: 3 Grade (A,B,C), Middle level employee: 2 Grade (A,B) and Higher level employee: 1 Grade (A,B).

Staff members and promoted once in 5 years and workers promoted once in 6 years.

WELFARE PROGRAMME:

The management of the company is deeply committed to the social objectives that should animate industrial activities in a developing country. The primary requirement of an employee is housing when the mills are established outside cities or urban areas. The company is built a huge and well-laid housing colony. The company is having a plan to add a minimum of 200 houses annually with the help of Housing Development Finance Corporation Limited.

All the children of the employees are given facilities for education in the elementary school and high school established by the company. The company supports these two schools with an annual grant exceeding of one lakhs. While the children of the employee themselves are offered training in administration and technical skills as an integral part of the company welfare programme. Great emphasis laid on clear work environmental laid on clear work environmental approach has stimulated safety consciousness among employees, which gets constant
support from the safety course organized by the Government. The company has won first prize at the safety courses for several consecutive years and they were awarded the National Safety Award for the paper industry on two different counts in a single year 1975.

The company has built a playground and an open-air auditorium at a high cost. The company has donated sites for the construction of a temple, a mosque and a church and community hall and other amenities with in the colony area.

AWARDS:

Based on the performance in various fields the study unit has been honored in the form of various awards by national and international organizations.

- Prize under the State Safety Award Scheme for achieving highest percentage reduction in weighted frequency rate in accident in the year 1993.
- Energy Conservation Award 1995 (1st prize in the pulp and paper see for) by the Ministry of Power, Government of India.
- Special Export Award from Chemical and Allied Products Export Promotion Council (CAPEXIL) for the year 1994-1995 for the company's export efforts.
- ISO 9001 ACCREDITATION for its quality system by Det Norske Veritas, the Netherlands.
The company secured ISO-14001 Accreditation from, Det Norske Veritas. The Netherlands, for its conformity to the Environmental Management System Standard.

First Prize for the year 1995-1996 under the Large Category Awarded by TamilNadu Pollution Control Board.

IPMA Award for Energy Conservation 1999 (Large Mills Category), awarded by the Indian Paper Manufacturer's Association (IPMA), for the year 1998-1999.

The company continues to enjoy golden exports house status, accorded by Government of India, ministry of commerce directorate general of foreign trade.

Industrial Safety Awarded by the Government of Tamilnadu, for the year 1997.

1. Second prize for achieving highest percentage reduction in weighted frequency rate in accidents.
2. Second prize for lowest number of accidents.

II. PROFILE OF TAMIL NADU NEWSPRINT AND PAPERS LIMITED

The company is in the business of manufacturing and marketing of Newsprint and Printing & Writing Papers. The products are being marketed throughout the country and also being exported to 20 countries around the world. Tamil Nadu Newsprint and Papers Limited (TNPL) were formed by the Government of Tamil Nadu in April 1979 as a Public Limited Company under the provisions of the Companies Act, 1956. The primary objective of the company is to produce newsprint and printing & writing paper using bagasse, a sugarcane residue, as the primary raw material. The factory is situated at Kagithapuram in Karur District of Tamil Nadu.

Tamil Nadu Newsprint and Papers Limited (TNPL) was established by the Government of Tamil Nadu during early eighties to produce Newsprint and Printing & Writing Paper using bagasse, a sugarcane residue, as primary raw material. The Company commenced production in the year 1984 with a initial capacity of 90,000 tonnes per annum (tpa). Over the years, the production capacity has been increased to 2,45,000 tpa and the Company has emerged as the largest bagasse based Paper Mill in the world consuming about one million tonnes of bagasse every year. The Company completed a Mill Expansion Plan during December 2010 to increase the mill capacity to 4,00,000 tpa.

TNPL exports about 1/5th of its production to more than 30 countries. Manufacturing of quality paper for the past two and half decades from bagasse is an index of the company's technological competence. A strong record in adopting minimum impact best process technology, responsible waste management, reduced
pollution load and commitment to the corporate social responsibility make the company one of the most environmentally compliant paper mills in the world.

FEATURES

Some of the key features of the Mill are listed below:

- The largest bagasse based plant in the World and a mill with largest production capacity in India, at a single location.
- Appropriate for India, which is one of the largest sugarcane producers in the World.
- The only paper mill in India assisted by the World Bank
- Doubled the capacity within a period of 10 years from inception
- State-of-the-Art paper machines with built in flexibility for manufacturing both newsprint and printing & writing papers in the same machine.
- Unique arrangement with the sugar mills for sourcing the raw material. in the form of exchange of steam / fuel for bagasse.

VISION

"To be the market leader in the manufacture of world class eco-friendly papers by adopting innovative technologies for sustainable development".

MISSION

- Attain leadership in Paper Technology
- Promote the usage of bagasse in the manufacture of Newsprint and Printing & Writing Paper
- Minimise environmental impact and become an environment friendly organisation.
Eco-friendly

Today TNPL is the largest producer of bagasse (sugarcane waste from Sugar mills) based paper in the world and the 2nd largest paper producer in India. TNPL produces 230,000 tons of Printing & writing paper and consumes 1 million tones of bagasse every year. The largest eco-friendly paper producer in the world. Symbolic of TNPL's commitment to the environment, the World Wide Fund for nature (WWF) has entered into a pact with TNPL to use the "Panda" logo in TNPL's branded products.

Employment

TNPL provides direct employment to 2900 people and indirect employment to around 5000 people.

Product

The broad product ranges of TNPL are NEWSPRINT, PRINTING & WRITING PAPER, Cream wove, Super printing, Hi-tech Map litho, Excel Map litho, Ultawhite Map litho, Magazine Printing, COPIER PAPER, TNPL Copier, TNPL OS 2000 & TNPL Eco-Friendly Note Books.

Newsprint is normally manufactured in 49 g/m² reels and directly sold by the company to the various newspaper establishments such as The Hindu, Malayalam Manorama, and Amanda Bazaar Patrika and so on.

Awards & Honours
TNPL has obtained the ISO 9001 - 2000 certification from RWTUV of Germany for development, manufacture and supply of Newsprint and Printing & Writing Paper.

The Business World, a leading business weekly, which conducted an employees' involvement and motivation survey in India jointly with Grow Talent Company Ltd, New Delhi and the Great Places to work Institute of USA has selected TNPL as one of the top 25 Great Places to work in India. TNPL is the only one company from Tamil Nadu to get this coveted ranking.

**Waste Management**

TNPL is a socially responsible company. It has formed a society to grow sugarcane on 1,600 acres (6 km²) near the plant. That gives employment to the people and raw material to TNPL. Also, water from the effluent treatment plant is provided to the farmers (TEWLIS Project). That apart, TNPL uses tankers to provide water to 25 villages surrounding the plant. The villages greatly benefited by this project are Moolimangalam Pandipalayam and Palampuram.

**Exports**

Today, TNPL is exporting paper to Australia, U.K, Indonesia, Singapore, Philippines, Taiwan, Greece, Turkey, UAE, Jordan, Yemen, Egypt, South Africa, Sri Lanka, Tanzania, Nigeria and Malaysia.

**Communication**

BSNL, Aircel, Airtel, Reliance, Vodafone are the communication providers to this town Panchayat. The well penetrated landline connections are provided by BSNL.
again. The availability of internet is also very good (Mostly dial-up connections). Now BSNL has provided very good broadband internet connection.

**Transport**

The town has very good transport facilities in the form of Private Mini Bus, Government run buses, Autorickshaws. Private run Omni bus operate from the nearby town Velayuthampalayam to Chennai daily.

The pugalur (Code: PGR) has a railway station which is well connected to Erode, Coimbatore, Trichy, Chennai and Cochin. Both passenger trains and express trains pass through this station. TNPL Pugalur Railway station takes pride in the fact that all the express trains passing this station have a stop in this station except the Shathabdi Express. TNPL has its own separate track diverting from main line which facilitates its freight services. The nearest airport is in Trichy (90 km). Major Airport is located at Coimbatore (115 km). The nearest major sea port is at Chennai (450 km).

**Governance**

It is governed by Directorate of Town panchayat which has chairperson, Vice-chair and 12 ward councilors. They are the elected representatives of the town. Elections are conducted once in 5 years.

**Mill Development plan (MDP)**

The company is undergoing an Rs.1, 200 crore Capex to boost pulping capacity. Under Phase-1, the pulping capacity will be increased by 50 %. The company has already executed expansion plan (MDP) at a cost of Rs.565 crore for converting the bleaching sequence to environmentally begin Elemental Chlorine free bleaching. The company expects saving of Rs.2250/mt resulting in incremental PBT
OF APPROX Rs.50 crore, post completion of the project. Post Capex, it will be the 4\textsuperscript{th} largest paper company in the country.

**FARM FORESTRY AND CAPTIVE PLANTATION**

In order to secure its requirement of pulpwood, estimated at 3.5 lakh tones per annum (tpa), the company has started farm forestry and captive plantation in 2005. Last year it brought around 10,000 acres under cultivation and this year plans to add another 15,000 acres and gradually take its captive forest capacity to at least 50,000 acres, in order to meet its pulpwood sales. In addition, the company has entered into long agreement with Tamilnadu Forest Plantation Corporation Ltd (TAFCORN) for procuring pulpwood.

**Education**

The town Panchayat has three primary Tamil-medium schools one each in Moolimangalam, Masagoundanpudur and Kurukkapalayam. The most famous school in the town is TNPL Matriculation & Higher Secondary School located within the TNPL Housing colony. Its students have entered the top medical and engineering colleges of the country. Many of its students are employed in big firms located in USA, UK, Australia and other countries of the world.

**Entertainment**

There is only one functional cinema theater by name 'Annai Theater' which is few kilometers away from the town. Most of the town residents have access to almost all Television channels. TNPL housing colony has excellent facilities inside the campus.
HUMAN RESOURCES DEVELOPMENT

TNPL realises that the continued success of any organisation depends on a healthy human resources policy. TNPL's Human Resources policy focuses upon enthusing the human resources to be innovative to keep ahead of competition. As an enlightened employer the company has always been concentrating on optimizing the labour productivity and continuous efforts have been taken to improve the same. Some of the initiatives by the company in line with the above objectives are given below:

In-house training programmes are conducted on topics like Team Building, Personality Development, Safety, Inter-personnel skills, productivity and so on. Besides the employees are also being sponsored for training programmes in the relevant areas organised by reputed Institutions. Performance Appraisal plays a significant role as a tool and technique of Management development and growth. Key Result Areas (KRA) have been identified and responsibility, accountability, objectives and targets are defined for these KRAs. The results of these KRAs are reviewed on continuous basis and corrective measures initiated appropriately.

The philosophy of Total Quality Management (TQM) integrating all activities of the organisation coupled with a customer-centered focus has been taken-up. Suitable projects have been identified and implemented. Company is nurturing a participative atmosphere of redressing the grievances of the employees for ensuring
peaceful working environment. Amicable Wage settlements are reached with the Trade Unions and harmonious industrial relationship is being maintained. TNPL is providing direct employment for 2900 persons and indirect employment for about 5000 persons.

The Business World, a leading business weekly, which conducted an employees' involvement and motivation survey in India jointly with Grow Talent Company Ltd, New Delhi and the Great Places to work Institute of USA has selected TNPL as one of the top 25 Great Places to work in India. TNPL is the only one company from Tamil Nadu to get this coveted ranking. Waston Wyatt India Pvt Ltd., a global management consulting firm, which recently conducted an "Asia Pacific Human Capital Index Survey 2002 has awarded TNPL an overall Score of 76, on a scale of 0 – 100 for the effectiveness of the company's human capital management.

SOCIAL DEVELOPMENT

The Company has taken several steps for promoting the overall betterment of the abutting villages. Providing drinking water facilities, construction of retaining walls in the irrigation channels, laying & improving roads & culverts, provision of lighting facilities, park development, supply of equipments & instruments to Fair Price shops & schools are some of the projects completed by the company in this regard. TNPL is also conducting free medical camps in the surrounding villages on a monthly basis. TNPL functions in harmony with the local community.

SAFETY

TNPL has a clearly defined Safety Policy. The policy specifies in detail the responsibility for implementation of safety measures, prevention of personal injury,
accident reporting and statutory reporting system. The Safety committee consists of members from Management and workmen. Periodic committee meetings are conducted and suggestions are implemented. Safety Audit is conducted to ensure the effectiveness of the safety systems in position.