

“PEOPLE”—Most Valued Resource in Paper Industry

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Indian Paper Industry is passing through a crisis and its over-all performance in all respects is not satisfactory with the ultimate reflection in the continued poor capacity utilisation and weak financial performance. Indian Paper Industry which is over 100 years old, unfortunately, is not emerged healthy and strong over the years. The capacity utilisation in the Indian Paper Industry during the last decade has come down from 89% in 1974 to about 60% in 1985. The industry, to-day, is faced with the following major problems :

- 1) Paucity of cellulosic raw materials.
- 2) High cost of input materials.
- 3) Poor infra-structural facilities.
- 4) Technological obsolescence and cost inefficient systems.
- 5) Sluggish market demand.
- 6) Dearth of technical and managerial talent commensurate with the industry's growing contemporary and prospective needs.

Paper industry being in the core sector of the national economy, is very crucial for the progress, prosperity and advancement of the country, in social, cultural, scientific and industrial fields. The sickness that the industry is presently faced is a cause for serious concern both to the industry and the Government. Whereas the Government both at the centre and state level need to act quickly, to assist the industry through stable and long term dynamic policies, the major responsibility devolves on the industry itself. We have to play a vital role in ensuring all round productivity through efficient use of all resources, human, capital, raw materials and energy, providing hygienic, safe and motivating environment. Among all these aspects, I

would like to focus on just one – our people in the paper industry.

There is nothing more important for the technical development and the success of our industry than the human quality, from the top management right through the organisation. How many of us really evaluate the investment made when we employ personnel as carefully as we do when we plan to buy a new piece of equipment ?

Efficiency of plant and machinery alone does not increase the productivity or overall performance of the paper industry. Efficiency of work-force is not only equally important, but also one of the most vital aspect. It is now time for us to have a new look at our traditional attitude to plant management, which were characterised by—

- 1) Excessive emphasis on the technical aspects of managing plant and machinery,
- 2) Close door approach propagated by conservative management,
- 3) Cold and inhygienic atmosphere of the plant noted for poor working condition,
- 4) Basic lack of human approach in achieving the objectives.

We can no longer be satisfied with just managing our plant with efficiency. We have to manage them with excellence and ensure that we achieve optimum productivity which is best out of our efforts and investment.

Labour and human resource management is a very crucial factor in efficient running of any organisation. Efficiency of work-force not only as important as

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is efficiency of the plant and machinery but also very vital. Labour productivity depends on many external factors too. Skills and talents of workers, attitude and leadership of the management, working condition and environment are only a few among the important aspects in this regard.

The atmosphere in a company is set by the top management. The good atmosphere implies that people are recognised for their efforts. People represent our most valued resource and key to their greatest productivity is "work happiness". This is attained largely through recognition of the dignity of the individual and the importance of the individual job. Modern management technique ends to give people increased responsibility and the corresponding authority. Top manage-

ment should be the leader rather than the boss. A decentralized management with as few hierarchical levels as possible will encourage a creative atmosphere.

Before I end, I would suggest my valued readers to ask ourselves the following questions :—

- 1) Do we really make full use of the competence of the people work with us ?
- 2) Do we really help our people develop themselves for more challenging responsibilities for the time to come, both technological and managerial ?
- 3) Do we really create for our people an environment which is safe and hygienic and offer them an atmosphere of motivation, confidence, candour and innovation ?