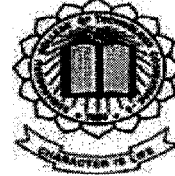
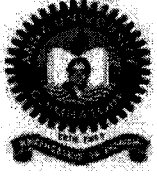


P-2756



THE STUDY ON CAPACITY BUILDING OF EMPLOYEES WITH SPECIAL  
REFERENCE TO SAKTHI SUGARS LIMITED, COIMBATORE

A PROJECT REPORT  
submitted by

M.APARNA DEVI  
Reg. No. 0720400005



In partial fulfillment of the requirements  
for the award of the degree

of

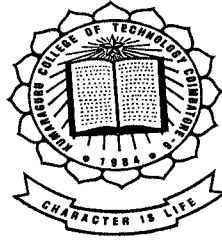
**MASTER OF BUSINESS ADMINISTRATION**

April, 2009

KCT Business School  
Department of Management Studies  
**Kumaraguru College of Technology**  
( An autonomous institution affiliated to Anna University, Coimbatore )  
Coimbatore-641 006

**CERTIFICATE**

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DEPARTMENT OF MANAGEMENT STUDIES  
KUMARAGURU COLLEGE OF TECHNOLOGY  
COIMBATORE


**BONAFIDE CERTIFICATE**

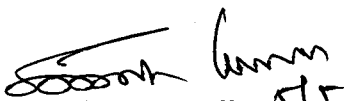
Certified that this project titled "THE STUDY ON CAPACITY BUILDING OF EMPLOYEES WITH SPECIAL REFERENCE TO SAKTHI SUGARS LTD, COIMBATORE" is the bonafide work of M.APARNA DEVI (07MBA05) who carried out this research under my supervision. Certified further, that to the best of my knowledge the work reported herein does not form part of any other project report or dissertation on the basis of which a degree or award was conferred on an earlier occasion on this or any other candidate.

  
Faculty Guide

  
Director

Evaluated and viva-voce conducted on 05-05-09.....

  
Examiner I 5.5.09

  
Examiner II 5/5

## DECLARATION

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## DECLARATION

I, hereby declare that this project report entitled as **“THE STUDY ON CAPACITY BUILDING OF EMPLOYEES WITH SPECIAL REFERENCE TO SAKTHI SUGARS LTD, COIMBATORE”**, has been undertaken for academic purpose submitted to Anna University, Coimbatore in partial fulfillment of requirements for the award of the degree of Master of Business Administration. The project report is the record of the original work done by me under the guidance of **Mr. V.S. ELAMURUGAN**, Professor, MBA Department during the academic year 2007-2009.

I, also declare hereby, that the information given in this report is correct to the best of my knowledge and belief.

Date: 05-05-09

Place: Coimbatore

M. Aparna Devi

M.APARNA DEVI

## **ACKNOWLEDGEMENT**

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## ACKNOWLEDGEMENT

I am indebted to the powerful **Almighty God** for all the blessings he showered on me and for being with me throughout the study.

At the Outset I am grateful to our honorable Correspondent **Mr. Balasubramanian M**, and other college trust members for allowing me to develop the project in their institution.

I would like to express my sincere thanks to **Dr. S V Devanathan**, Director, Department of management studies, **Kumaraguru College of Technology**, who provided me an opportunity to do this project.,

I specially thank **Mr. V S ELAMURUGAN**, PROFESSOR, KCT Business School, for his kind co-operation, extensive guidance, valued advice and support as well, which enabled me to complete my project.

I express my sincere gratitude to **Mr. MUTHUVELAPPAN**, Vice Chairman, Sakthi Sugars Limited for giving me the opportunity to carry out the project at his concern and for his valuable guidance all through.

I express my profound gratitude to my **Family Members & Friends** for their help and encouragement. I also take this opportunity to thank all those creative minds and helpful hearts for their assistance in making this project work.

**M.APARNA DEVI**

## **CONTENTS**

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## TABLE OF CONTENTS

CHAPTER NO	CONTENTS	PAGE NO
	Title Page	i
	Bonafide Certificate	ii
	Declaration	iii
	Acknowledgement	iv
	Table of contents	v
	List of tables	vi
	List of charts	vii
	Abstract	viii
<b>1</b>	<b>INTRODUCTION</b>	
	1.1 About the study	1
	1.2 About the Industry	4
	1.3 About the Company	10
<b>2</b>	<b>Main theme of the project</b>	
	2.1 Objective of the study	17
	2.2 Scope and limitations	17
	2.3 Methodology	18
	2.4 Review of literature	21
<b>3</b>	<b>ANALYSIS AND INTERPRETATION</b>	<b>23</b>
<b>4</b>	<b>FINDINGS, RECOMMENDATIONS AND CONCLUSIONS</b>	<b>38</b>
	<b>APPENDIX</b>	
	<b>BIBLIOGRAPHY</b>	

## LIST OF TABLES

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### LIST OF TABLES

TABLE NO	TITLE	PAGE NO
1	Table showing the Chi-square test to find the relationship between the work experience and satisfaction of capacity building programme	23
2	Table showing the Chi-square test to find the relationship between designation and awariness of capacity building programme	24
3	Table showing the Chi-square test to find the relationship between designation and satisfaction capacity building programme	25
4	Table showing the Chi-square test to find the relationship between work experience and satisfaction of work condition	26
5	Table showing the Chi-square test to find the relationship between department and changing needs of employees	27
6	Table showing the Chi-square test to find the relationship between work experience and motivational factors	28
7	Table showing the Chi-square test to find the relationship between age and recognition of capacity	29
8	Table showing the Chi-square test to find the relationship between designation and recognition of capacity	30
9	Table showing the Chi-square test to find the relationship between income and the motivational factors	31
10	Table showing the Chi-square test to find the relationship between education and changing needs of employees	32
11	Table showing experience of respondents	33
12	Table showing satisfaction level of capacity building	34
13	Table showing changing needs of employees	35
14	Table showing motivational factors of organisation	36
15	Table showing recognition of capacity of employees	37

## LIST OF CHARTS

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<b>CHART NO</b>	<b>TITLE</b>	<b>PAGE NO</b>
1	<b>Chart showing the Chi-square test to find the relationship between the work experience and satisfaction of capacity building programme</b>	23
2	<b>Chart showing the Chi-square test to find the relationship between designation and awareness of capacity building programme</b>	24
3	<b>Chart showing the Chi-square test to find the relationship between designation and satisfaction capacity building programme</b>	25
4	<b>Chart showing the Chi-square test to find the relationship between work experience and satisfaction of work condition</b>	26
5	<b>Chart showing the Chi-square test to find the relationship between department and changing needs of employees</b>	27
6	<b>Chart showing the Chi-square test to find the relationship between work experience and motivational factors</b>	28
7	<b>Chart showing the Chi-square test to find the relationship between age and recognition of capacity</b>	29
8	<b>Chart showing the Chi-square test to find the relationship between designation and recognition of capacity</b>	30
9	<b>Chart showing the Chi-square test to find the relationship between income and the motivational factors</b>	31
10	<b>Chart showing the Chi-square test to find the relationship between education and changing needs of employees</b>	32
11	<b>Chart showing experience of respondents</b>	33
12	<b>Chart showing satisfaction level of capacity building</b>	34
13	<b>Chart showing changing needs of employees</b>	35
14	<b>Chart showing motivational factors of organisation</b>	36
15	<b>Chart showing recognition of capacity of employees</b>	37

**ABSTRACT**

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## **ABSTRACT:**

**Capacity Building is much more than training** and includes the following:

- Human resource development, the process of equipping individuals with the understanding, skills and access to information, knowledge and training that enables them to perform effectively.
- Organizational development, the elaboration of management structures, processes and procedures, not only within organizations but also the management of relationships between the different organizations and sectors (public, private and community).
- Institutional and legal framework development, making legal and regulatory changes to enable organizations, institutions and agencies at all levels and in all sectors to enhance their capacities.

Sakthi Sugars Limited ranks amongst the largest producers of sugar in India. The company works with of a cane crushing capacity of more than 13500 tonnes. White Crystal Sugar is the main product of the company. This variety of sugar is available in three grades, namely, Grade S 30; Grade M 30;

In Sakthi Sugars LTD the human resources system has been functioning as a part and parcel of the concern right from its inceptions. The department has extended its functioning from recruitment and selection, pay roll execution, employee benefits, training and development program etc., to competency mapping for its employees to identify and understand the requirements for best performance.

The study identifies the importance of capacity building and the factors that influence the capacity of employees. The study is based on 100 employee respondents from the organisation. The study would help the management to understand the degree of potential of employees and identify the area of development in the organisation.

The statistical tool used is percentage analysis, chi-square and rank correlation. From the analysis it is understood that majority of employees are satisfied with their job and measures capacity building.

# INTRODUCTION

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## CHAPTER 1 INTRODUCTION:

### 1.1 ABOUT THE STUDY:

**Capacity** refers to an organization's ability to achieve its mission effectively and to sustain itself over the long term. Capacity also refers to the skills and capabilities of individuals.

**Capacity building** is defined as the "process of developing and strengthening the skills, instincts, abilities, processes and resources that organizations and communities need to survive, adapt, and thrive in the fast-changing world."

For organizations, capacity building may relate to almost any aspect of its work: improved governance, leadership, mission and strategy, administration (including human resources, financial management, and legal matters), program development and implementation, fundraising and income generation, diversity, partnerships and collaboration, evaluation, advocacy and policy change, marketing, positioning, planning, etc. For individuals, capacity building may relate to leadership development, advocacy skills, training/speaking abilities, technical skills, organizing skills, and other areas of personal and professional development.

The study emphasizes the importance of building capacity among employees in an organization and make aware of the factors influencing the capacity of the employees.

### OBJECTIVES

To impart training on income-generating activities in order to upgrade existing skills, streamline the leadership and management abilities.

Capacity building is the elements that give fluidity, flexibility and functionality of a program/organization to adapt to changing needs of the population that is served.

## **FACTORS OF CAPACITY BUILDING**

### **1: Leadership Governance and Accountability Framework**

This project provides guidance on leadership to undertake change; governance to clearly identify who does what with what authority and responsibility; and accountability frameworks.

### **2: Organisation Roadmap**

The organization Road Map helps organizations determine their multiple requirements, how to meet them, and in what order. The Road Map helps organizations overcome gaps and mitigate risks for continual improvement and broadens peoples' view.

### **3: Best Practices**

This involves the research, collection, development, analysis, and storage of organisation best practices. It meets the need for the exchange of proven methods, systems, and tools. This database repository of practical resources offers tangible knowledge that organizations can immediately leverage and apply.

### **4: Training**

The training is intended to prevent the problem of employees (being expected to deliver what they have not been trained to do. A working group was formed to examine training options and, ultimately, a decision was made to support the development.

**Organizational effectiveness** relates to the capacity of an organization to sustain the people, strategies, learning, infrastructure and resources it needs to continue to achieve its mission. It is a long-term outcome that some capacity building strategies may affect, while others may not (and this is acceptable in the continuum of management support service strategies needed to build capacity). There are many definitions and characterizations of effectiveness, taking into consideration elements such as organizational structure, culture, leadership, governance, strategy, human resources, etc. The various frameworks for measuring organizational effectiveness can be helpful in defining indicators for the success of capacity-building initiatives.

**Institutional capacity building:**

Building institutional capacity is key to facilitating development and fostering longer term sustainability through the empowerment of local actors. Assisting local institutions through advice and training in program planning, financial management, strategic planning, financial and program reporting, board selection and development, and institutional transparency and accountability, renders them both models of viable, professional and transparent organizations, and resources for other local institutions. Institutional capacity building through training and mentoring assists local entities to represent the interests of their stakeholders more effectively, as a means of ensuring greater impact on national and regional policy.

## **1.2 ABOUT THE INDUSTRY:**

India is reported to be the country of origin of sugarcane; references to "Sweet Grass"- Sugarcane- exist in ancient epics of India dating 3000 BC. North eastern India was regarded as the centre of origin, from where sugarcane seems to have been carried to China and other places by early traveller and nomads, sometime between 800 and 1700 BC. Later, it spread to Philippines, Jawa and other places including Caribbean islands by explorers. The same established growth of sugarcane is the greatest contribution that India and China have given to the world. Sugar is from sugarcane is referred to as harkara in Sanskrit, in Sanskrit, an ancient primary Aryan Language in India; Chini is another word for sugar derived from Chini which country the manufacture of sugar in different forms, was originally practiced.

India, the mother country of sugarcane, occupies even today a very pride place in the world. India is the foremost among the sugarcane producing countries in the world, it produces annually about 200 million tones of cane. This is utilized for production of different sweetening agents including crystal sugar, which alone forms the base for world's sugar statistics. From the stage of production of less than 0.1 million tones of crystal sugar in early 1930's, India has become the foremost of crystal sugar producing country in the world, with 18.4 million tones of production in 2002-2003.

### **GEOGRAPHICAL FEATURES FOR SUGARCANE CULTIVATION**

The sub-continent, India being situated in tropical and sub-tropical areas is well suited for sugarcane cultivation. Nearly 1/3<sup>rd</sup> of the soil in the great plains in the north is alluvial, with vast stretches of red soils in the peninsular India, black cotton soils in the Deccan belt, etc.; the climate is of tropical monsoon type. The sub-tropical region experiences monsoon in June to September and also in the winter months, January and February. The tropical region has rains both by the south-west and south-east monsoons in May-September and in October-December. Sugarcane occupies about 2.5% of the total cropped area in India; Sugarcane is grown in almost all parts of India except in the colder regions of the extreme North like Jammu and Kashmir, Himachal Pradesh, etc.

**Per Capital consumption of sugar in some Major countries of the World  
For the  
Year 2005**

Country	Per capita consumption (Kilograms)
Afghanistan	4.7
Australia	55.3
Austria	4.3
Bangladesh	1.9
Barbados	57.3
Brazil	50.2
Bulgaria	47.7
Burma	1.8
Canada	47.5

**State – wise Yield of Sugarcane in India**

S.No.	State	(Tonnes / hectare)		
		2000-2001	2001-2002	2002-2003
1.	Andhra Pradesh	75.9	83.3	74.2
2.	Andaman & Nicobar Islands	3.0	3.0	3.0
3.	Assam	35.8	43.6	42.0
4.	Bihar	28.2	33.8	33.0
5.	Delhi	1.5	1.0	1.0
6.	Gujarat	59.2	59.6	70.3
7.	Haryana	40.5	39.7	37.4
8.	Himachal Pradesh	15.7	14.4	9.3
9.	Jammu & Kashmir	37.1	28.5	27.6
10.	Karnataka	79.4	81.5	79.9
11.	Kerala	59.3	59.9	59.4
12.	Madhya Pradesh	27.4	28.4	28.4
13.	Maharashtra	92.3	96.9	96.3
14.	Manipur	33.0	33.9	35.3
15.	Meghalaya	46.5	45.	45.0
16.	Mizoram	4.6	4.6	4.6
17.	Nagaland	29.9	31.8	45.0
18.	Orissa	63.0	64.4	61.9
19.	Punjab	55.2	57.7	61.9
20.	Pondicherry	76.5	83.5	86.9
21.	Goa, Daman & Diu	48.4	49.8	49.8
22.	Rajasthan	39.5	38.7	37.6
23.	Tamil Nadu	101.5	100.4	88.9
24.	Tripura	38.2	39.6	39.6
25.	Uttar Pradesh	47.1	46.3	45.6
26.	West Bengal	60.7	61.3	51.4
	<b>ALL INDIA</b>	57.8	55.4	56.2

## **Development of India Sugar Industry**

In the early part of century, up to 1920s there were a few sugar mills in U.P. and Bihar, set up in areas where sugarcane was being grown traditionally. There were about 30 factories of small capacities producing hardly 1.0-1.5 lakhs tones of sugar in the country. The production of sugar was not sufficient to meet the demand of domestic consumption; so sugar was being imported, the case was referred, by the Union Government, to the Tariff Board, the Sugar industry Protection Act was passed in 1932/Under this Act, protection was granted to the indigenous sugar industry; the Act provided powers by which the Union Government levied duties on imported sugar, so that indigenous industry could compete and survive.

This Act was followed by another legislation enabling the Provincial (State) governments to enforce the minimum price to be paid by sugar factories to cane-growers in respect of the cane supplied by them as per sugar Cane Act of 1934 (Vide supra). These two actions of the Union Government gave significant impetus and encouragement to entrepreneurs to set up sugar factories in various parts of the country. Many of them with a capital of Rs. 3-4 lakhs had imported and set up in different parts of the country, many of the from 31 in 1931 – 32 to 111 in 1933-34 and in 1936-37. By 1938-39, the production of sugar in India touched 12.7 lakh tones. During the subsequent years, the industry suffered due to various reasons and the output remained between 9-11 lakh tones mainly on account of the instability of cane supplies.

With the advent of the institution of the 5 year plan programmes for the general national development, the sugar industry too received considerable amount to support. As a part of the programme, the development and regulation of the sugar industry came under too control of Government of India, while before 1952 the State Government exercised control over the sugar industry as a first step towards nationalization of the development of sugar industry. The licensing policy was stipulated under the Industries (Development & Regulation) Act, 1951. The policy towards the sub of licenses for establishment of new sugar factories, as announced by Government of India indicated the following:

- i) Preference should be given for establishment of new sugar factories in the co-operative public sector; in areas where proposals from the co-operative public sector are not received, proposals from the private sector would be considered.
- ii) A new sugar factory can installed of where is abundant sugarcane already existing or good potential for development of sugar cane exists in a compact area around the site of the proposed factory.
- iii) To ensure supply of adequate quantity of sugarcane of the existing unit as well as author expansion, license should not be granted for establishment of new sugar factory within a distance of 30 km if the existing units.
- iv) Where there are a large number if sugar factories located in one district, State government should make proper zoning of sugarcane areas for each existing sugar factory or installation of new sugar factories in the district.

### **ANALYSIS OF SUGARCANE INDUSTRIES**

#### **Sugar Cane in Tamil Nadu**

1. Sugarcane is an important commercial crop and is classified as an essential commodity utilized for the production of another essential commodity, sugar, which is the source of energy to human being.
2. Sugar Industry is the second largest About 30 million farmers are engaged in the cultivation of sugarcane. They are supplying cane to the sugar mills for a worth of Rs.14, 000/- crores per annum on an average. Govt.of India fetches around Rs.1550/- Crores as excise duty and State Govt. also get around Rs.120/- Crores as Purchase tax, per year. The Sugar mills in Tamil Nadu are paying about Rs.1, 450/- Crores as cane price to their farmers, every year, on an average.

3. The per capita consumption of sugar and other sweetening agents like Gur, Khandasari etc. is steadily increasing it has increased from 20.0kgs in 1960-61 to 30.0kgs in 2002-2003. It is likely too be at 4.00kgs. In 2025 it is estimated that the population in 2025 would be around 169 Crores and the total requirement of sweetening agents would be around 525 lakhs tones.
4. The area under sugarcane was 36.86 lakhs Hectares in India during 1990-1991 with a total sugarcane production of 254 million tones of cane at average yield of 66.1 tonnes per hectare. The total sugar production was 120.46 lakh tones with average recovery of 9.85% the area has increased to 43.0 lakh hectares in 1999-2000 with a cane production of 299 million tones and average yield of 70.8 tonnes per hectare. The total sugar production was 182 lakhs tones with an average recovery of 10.2%
5. In Tamil Nadu, the area under sugarcane was 2.33 lakhs hectares only during 1990-90 and the total cane production was 234 lakh tones with an average yield of 100.8 tonnes per hectare. The total sugar production was 11.83 lakh tines with an average recover of 9.09%. The area has increased to increase to 3.17 lakh hectares in 2002-2003 with total sugarcane of 336 lakh tones at an average yield of 105 tonnes per hectare. The total production expected is 18.4 lakh with an average recovery of 9.71%. Thus production of sugarcane and sugar in the country has increased considerably in the last 10 years.
6. In general, the sugarcane yields and sugar recoveries are more in the regions where the winters are not very cool and the summers are not very hot coupled with required number of irrigations. The coastal areas of Tamil Nadu however faced the problem of low recovery of sugar as the humid and warm climate obtained in these areas are conduction to vegetative growth of the crop and not for the accumulation of sugar. However, in the recent years, due to adoption of high yielding and high sugar varieties, even the sugar factories in this belt are able to improve there recover levels substantially.



7. With a view to improve the transport facility for sugarcane, the Sugar Mills have been continuously raking up formation and improvement of link roads connecting various villages to the factories besides maintenance of existing roads in sugar mill areas. The funds for the Sugarcane Road Development Scheme are generated by the State Government at Rs.5/- per tonne on the purchased by the sugar mills outside its local area A separate sugarcane Road Development wing is functioning at Chennai headed by a Chief Engineer for forming new rods and maintaining the existing roads in the area of operation of sugar mills in Tamil Nadu. 10% of the excess amount is also utilized for Research and Development purposed. Govt. of Tamil Nadu has sanctioned a sum of Rs.2.75 Crores to Tamil Nadu Agricultural University for the "Evolution of varieties resistant to red-rot disease with-high yield and quality".
8. Several sugar mills are running in loss due too varied reasons. To avoid further loss to them, it is necessary to ensure availability of cane sufficient to achieve 100% capacity utilization and to improve the average recovery. The current level of cane available for crushing to sugar mills should be increased by 300% to meet the requirement of the population in 2025. It is equally important to increase the income of the cane growers even without further increase in the vane price, in the ensuing years by raising the yield. The cane growers have been requesting the Government to fix a higher cane price for sugarcane growers have of State Advised price, on the plea that they have to get a remunerative price. But sugar mills are unable to pay higher price due too heavy accumulation of sugar stock and lower selling priced for sugar molasses and bagasse. However, it is possible to0 increase the income of cane growers, by improving the average cane yield per acre. The ryots can get an additional income of around Rs.7000/- per acre even at the current level of cane price, by increasing the cane yield by nine tones per acre.

### **1.3 ABOUT THE COMPANY:**

#### **HISTORY OF THE ORGANIZATION**

The Sakthi Group is today one of the largest producers of sugar in the country. Together, with the new projects in the state of Orissa, its member companies account for a capacity, of over 16,000 tonnes of cane crush per day. Sugar also accounts for a large share of the Group's turnover.

#### **SAKTHI SUGARS LIMITED-SAKTHI NAGAR SUGAR UNIT**

Sakthi Sugar Limited's first unit, set up in 1964 by the riverside of Bhavani, has out beaten many records in performance like the 17 lakh tones of cane crush in 2001-02. The Unit also bagged the most prestigious National Efficiency Awards consecutively for several years. The capacity of the unit is 7000 tonnes of sugarcane crushed daily.

It has several most outstanding performances i.e. achieving the lowest sugar losses, highest standards of technical efficiency and the highest mill efficiency. This Unit is the only sugar factory in India which could produce superfine grade of sugar corresponding to international standard measured at grade 35 and below by International Commission for Uniform Method of Sugar Analysis (ICUMSA). This has been possible Through constant R & D efforts, excellent rapport with the farming community, adoption of appropriate technology in cane cultivation and processing techniques. The registered area under sugarcane progressively increased form 3500 hectares too over 15,000 hectares and the per hectare productivity increased form 70 to 100 tonnes.

#### **SIVAGANGA SUGAR UNIT**

This unit was set up in 1989 as a part of the Company's expansion plans in one of the most backward areas of Sivagangai District of Tamilnadu. This 4000 TCD sugar mill supports thousands of cane growers in this region ushering in rural prosperity. This was the first unit in India to have Auto setting milling tandem.

#### **BARAMBA SUGAR UNIT**

It is co-operative Sugar factory of 1250 TCD in Barambagarh in Cuttack District in the state of Orissa, taken over by Sakthi in 1991, under "Management Contract".

## **DHENKANAL SUGAR UNIT**

This new sugar unit with a capacity of 2500 TCD is in Haripur Village, Dhenkanal District of Orissa State, Commercial production started during mid 1994-95 seasons. With numerous Lift Irrigation Projects established with Sakthi's efforts, the area under sugarcane is continuously increasing.

## **SRI CHAMUNDESWARI SUGARS**

This Company was set up in 1974 with a capacity of 1250 TCD in Mandya District of Karnataka. The capacity was progressively increased to 4000 TCD in 1989. The Company has further plans of expansion and diversification. This company won the best performance award from SISTA in 1989-90. It is also known too be one of the first sugar plants to employ modern technology in cane crushing and sugar extraction.

### **DISTILLERY UNIT AT SRI CHAMUNDESHWARI SUGARS**

A modern vacuum distillation unit of 50,000 Litres per day has been commissioned in Mandya utilizing the molasses from the sugar unit.

### **DISTILLERY & POLLUTION CONTROL DIVISON AT SAKTHINAGAR**

As a part of its operations, Sakthi Sugars has a Distillery and Pollution Control Division at Sakthinagar Unit. The Distillery was commissioned in 1972 as a downstream project Industrial Alcohol from molasses. The annual capacity has been expanded in stages form the initial 135 lakh litres to the present 275 lakh litres per annum. The Company's Pollution Control Division has set up an Effluent Treatment Plant for safe and effective disposal of Distillery effluents. This plant was ser up under technical collaboration with Society General Pourles Techniques Nouvellus of France and B.S. Smogless of Italy. This plant facilitates recovery of enormous quantities biogas. This has replaced furnace oil as fuel for the operation of the Distillery, saving valuable foreign exchange. Over twenty such plants have been set up on turnkey basis for other distilleries which has proved to be a highly profitable venture on its own.

### **COGENERATION AR SAKTHI NAGAR**

A 35 MW power plant has been set up at Sakthi Nagar plant. This is run by coal as fuel and the bagasse released from this unit is used as feedstock for the Tamilnadu News prints Limited (World's first bagasse based newsprint plant).



## **COMPANY PROFILE:**

Sakthi Sugar Limited is one of the largest producers of white crystal sugar in the country accounting for a capacity of 13,500 tonnes of cane crush per day.

### **GROWTH IN TERMS OF CRUSHING PERFORMANCE**

- Mills equipped with Auto Setting facilities.
- Best export quality of Sugar produced.
- Scientific farming.
- Continuous R&D in sugar rich, pest resistant and high yielding sugarcane varieties.
- Mechanization of cane harvesting.
- Efficient Sugar manufacturing method used thereby reducing the sugar loss.
- Factory sites are maintained neat and clean-Hygiene at its best.

**Sakthi Sugars has set up sugar units in different parts of India**

#### **SAKTHI NAGAR UNIT**

Crushing Capacity	7500 tonnes/day
Total Sugar Produced (1998-1999)	13,82,100 quintals
Total Cane Crush (1998-1999)	14,23,252 Metric Tonnes

#### **SIVAGANAGA UNIT**

Crushing Capacity	2000 tonnes/day
Total Sugar Produced (1998-1999)	2,00,496 quintals
Total Cane Crush (1998-1999)	2,38,339 Metric tones

#### **DHENKNAL UNIT**

Crushing Capacity	4000 tonnes/day
Total Sugar Produced (1998-1999)	4,66,825 quintals
Total Cane Crush (1998-1999)	4,87,409 Metric Tonnes

<b>Name</b>	<b>Designation</b>
<b>N Mahalingam</b>	Chairman / Chair Person
<b>M Balasubramaniam</b>	Joint Managing Director
<b>V K Swaminathan</b>	Executive Director
<b>G G Gurumurthy</b>	Director
<b>N K Vijayan</b>	Director
<b>C Rangamani</b>	Director
<b>S Usha</b>	Nominee Director
<b>M Manickam</b>	Vice Chairman & Mng.Director
<b>M Srinivaasan</b>	Joint Managing Director
<b>P K Chandran</b>	Director
<b>S S Muthuvelappan</b>	Director
<b>S Doreswamy</b>	Director
<b>B Elangovan</b>	Nominee Director

### **PRODUCT PROFILE**

WHITE CRYSTAL SUGAR

GRADE – S 30

M 30

L 30

BY PRODUCTS:

- Baggasse.
- Molasses.
- Bio – Compost.

Sugar manufactured is of international standard of ICUMSA 35 units maximum and exported overseas.

## **FUTURE PLANS**

The directors are pleased to mention that crushing capacity of sugarcane is being enhanced by 5000 TCD and by setting up a new plant at Erode District with the capacity of 3500 TCD.

Three new co-generation plants with an aggregate capacity of 85 MW PH is under implementation at Sakthinagar, Sivaganga and at the new sugar plant premises.

These projects are funded by issue of FCCB and form internal-accrual/borrowing.

With the commissioning of co-generation projects under implementation, the company will be de-risking to a great extent the adverse cyclical effects that are prevalent in the sugar industry. The prospectus for the future are expected to be bright.

## **DESCRIPTION OF VARIOUS FUNCTIONAL AREAS**

### **Secretarial Department:**

The Secretarial division is the main store. House of activity. The company secretary heads the Secretarial department. The department does all secretarial functions and also all the legal matters connected to the day-to-day administration of the company.

### **FUNCTIONS:**

- Issue of shares and share certificates.
- Transfer and transmission of share.
- Conducting of meeting.
- Maintenance of book and registers.
- Legal transactions.

**Finance department:**

Financial Department is concerned with procurement and use of funds; its main aim is to do business funds in such a way that the earnings are maximized. The General Manager – Finance heads the Finance department.

**Function:**

- To assess the funds requirements.
- To plan the source of funds.
- To make-up timely arrangements of funds.
- To monitor utilization of funds.
- To prepare the tax planning and computation of tax.
- To submit financial performance and report to member of stock exchange and other board members.
- To finalize the financial performance and provide necessary information.

**Accounts department:**

The Accounts Department is responsible for written statement of financial position. They do internal auditing in an exhaustive manner as well as assist themselves to the external auditor. It is headed by the General Manager – Finance and handled by Deputy General Manager.

**Functions:**

- Overseeing the accounting functions and periodical compilation of unit wise, division wise and Head office accounts.
- Preparation of profit & loss and balance sheet.
- Preparation of capital revenue budget of the company.
- Preparation of financial budget for individual units and corporate office.

**Personnel and administration department:**

Personnel department of the company is administering all employees in the organization and it covers the relationship between the employees and employers. This department precedes the procedures and practices through which HR is managed towards the attainment of individual social and organizational goals.

**Functions:**

- Man power planning.
- Recruitment, selection and induction.
- Performance appraisal and human resource system
- Training and development.
- Compensation and salary administration.
- Compliance of statutory obligation and returns relating to shop and establishments act, factories act, minimum wages act, etc.

**Administration department:**

The administration department is mainly concerned with maintenance of organization and the service rendered staff, transport facilities for senior executives, maintenance of the guesthouse for visitors from abroad and provide them with required facilities.

**Functions:**

- To make the plan and administer the organizational program.
- To prepare the records for the wage and salary administration.
- To calculate receipts and payment of the department.
- To prepare budgets for the programs by the department.



**MAIN THEME**

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## CHAPTER 2 MAIN THEME

### 2.1 OBJECTIVE OF THE STUDY:

#### **Primary Objective:**

- To identify the capacity of the employees and to develop their potential.

#### **Secondary Objective:**

- To understand the employees response on the measures taken by organization in building the capacity.
- To offer suggestions to the organisation based on the findings of the study.

### 2.2 SCOPE OF THE STUDY:

The scope of the study is to find out the impact of capacity building among the employees in Sakthi Sugars LTD, Coimbatore. The study covers the sample of 100 employees in the organisations.

### 2.3 LIMITATIONS OF THE PROBLEM:

- ❖ **Time pressure** These respondents who initially were reluctant to participate because they were busy become anxious about the time that seems to be required.
- ❖ **Interviewee and Respondent bias** decrease the accurate response rate.
- ❖ The survey is limited to Coimbatore town alone and the study cannot be generalized to other geographical locations

## **2.4 METHODOLOGY**

### **Research Methodology**

Research in commonly refers to the search for knowledge. In fact Research is an art of scientific investigation for pertinent information in any branch of knowledge. The Research method refers to the steps taken by the Researcher to solve the Research problems. Research to be efficient as possible yielding maximum information. In other words its function is to provide for the collection of evidence with expenditure of efforts timing and money.

### **Research design:**

A Research design is the specification of procedure for acquiring the needs and procedure for the needed information. It is the over all operational gather or framework of the project that stipulate what source and by what procedure the survey will be conducted. For the given study Descriptive Research Design was selected this helps to know about the employ about their attitudes through observance and through discussion.

### **Descriptive Research:**

Research Design followed in this project is Descriptive Research Design. It is the study which is concerned with describing the characteristics of a particular individual or group. This research is concerned with specific predictions with narration of facts and characteristics concerns individual, group or situation of are all example of Descriptive study. Survey research is the best-suited approach for gathering Descriptive information. A company that wants to know about employee's knowledge, attitude and preference can find out by asking them directly through the Questionnaire

## **TYPE OF STUDY:**

The study is descriptive in nature. A population of 100 employees from the organization has been surveyed to know about their perceptions about the steps for building capacity. Response are collected, analyzed and descriptive data has been presented. A review of the literature on capacity building has been conducted. The study includes recommendations for better practices aimed at identification of effective skills of employees through their response.

## **Survey details:**

The Questionnaire entitled “The capacity building of employees in sakthi sugars Ltd, Coimbatore” is the main instrument used to collect data. The main method of collecting information from the employees of the organization is by interviewing using Questionnaire. Different parameters are taken for constructing the Questionnaire

## **Sampling Details:**

### **Sampling procedure:**

The sampling method used in the study is Simple Random Sampling Method. It referred to each and every element of the population has equal and known probability of getting into the sample.

### **Sampling Unit:**

Employees working in Sakthi sugars Ltd, Coimbatore.

**Data collection details:**

There are two methods of collection of data in conducting the studies

- Primary data collection method
- Secondary data collection method

**Primary Data:**

Primary data refers to the first hand information that is collected from Questionnaire, personal interviews, telephone survey, observation and experiments.

In this study the Primary data collection have been used to collect data. The required primary data was collected through a study and observation of the existing morale, administration of structured undisguised Questionnaire to the selected samples and personal interviews was conducted to the respondent.

**Secondary data:**

Secondary data may be either published data or unpublished data. Secondary data means data that is already available that is they refer to the data that have already been collected and analyzed by some one else. Secondary data taken from organizational profiles and HR information systems.

**Tools of the study:**

SPSS will be used for analyzing the data collected. The study uses percentage analysis, chi-square analysis to find out the key factors influencing the capacity building among employees

## **2.5 REVIEW OF LITERATURE:**

**Report on Organization Structure & Human & Organizational Capacity Building for TNEPRP- Self-Reliant Initiatives through Joint Action** --Tamil Nadu Women's Development Corporation is the nodal agency for preparing the proposed Tamil Nadu Empowerment and Poverty Reduction Project (TNEPRP) with support from the World Bank. SRIJAN was awarded the contract for the study on Organizational Arrangements and Human and Organizational Capacity Building.

**Satish Kanamadi\*, Jaydev Kadli\*\* and Muttayya Koganuramath---**The ICT has brought in a paradigm shift in the information handling activities during the last few years. Because of the emergence of knowledge as the most crucial asset responsible for the economic and social developments of the present society, the present society has come to be known as knowledge society and the environment that contains the entire gamut of knowledge management processes has come to be known as knowledge environment. The librarianship has evolved and found itself new roles and responsibilities in this knowledge environment. This article discusses the knowledge management process in libraries and outlines the responsibilities that are expected of librarians to function as knowledge managers. The various avenues available for librarians to acquire these skills for their professional development are discussed. Finally, article also mentions how the LIS professionals should move away from thinking about their employment security and start thinking about employability

**Experiences from Research and Development Organizations around the World-Douglas Horton et al---** The international aid community is placing a growing emphasis on developing local capacity as the key to alleviating poverty and hunger in the developing world. Although ensuring the effectiveness of a capacity-building effort requires appropriate use of evaluation, few organizations have implemented a system for monitoring or evaluating the changes taking place during organizational development. In January 2000, ISNAR began the ambitious Evaluating Capacity Development Project, which aimed to improve capacity development efforts in research and development organizations through the use of evaluation.

**Charmine E. J. Härtel** is Associate Professor of Management at Monash University in Melbourne, Australia. This paper develops and tests a model that integrates processes of public affairs management with stakeholder engagement and dialogue, business ethics and social reporting to explain social responsibility capabilities in organisations. The model, called Corporate Social Responsibility Management Capacity, describes social responsiveness as arising from a firm's social responsibility orientation and its public relations orientation. The paper shows how the model can be used by managers to measure, manage and improve their company's ability to be socially responsible. Copyright © 2004 Henry Stewart Publications

## **ANALYSIS & INTERPRETATION**

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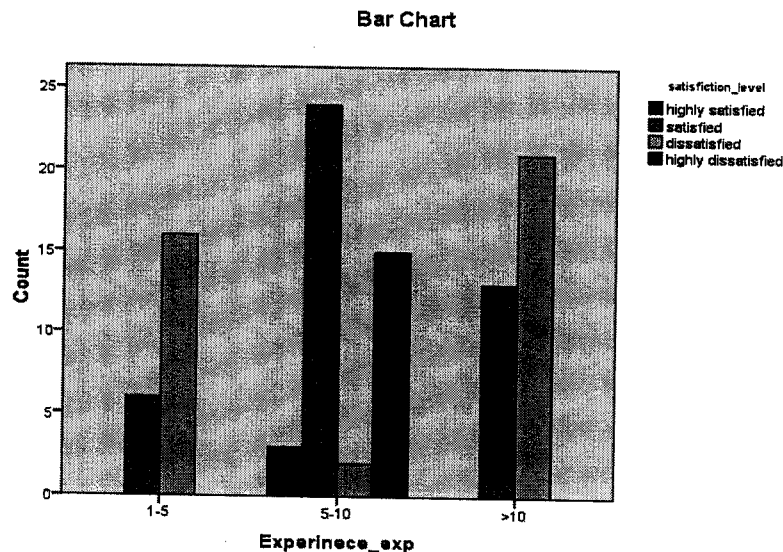
## CHAPTER 3

### DATA ANALYSIS AND INTERPRETATION

**TABLE 1 CHI-SQUARE TEST TO FIND THE RELATIONSHIP BETWEEN THE WORK EXPERIENCE AND THE SATISFACTION OF CAPACITY BUILDING PROGRAMME**

		SATISFACTION LEVEL OF CAPACITY BUILDING				
EXPERIENCE	Particulars	Highly Satisfied	Satisfied	Dissatisfied	Highly Dissatisfied	Total
	1-5	0	6	16	0	22
	5-10	3	24	2	15	44
	>10	0	13	21	0	34
	<b>Total</b>	<b>3</b>	<b>43</b>	<b>39</b>	<b>15</b>	<b>100</b>

**CHART 1 THE RELATION BETWEEN THE WORK EXPERIENCE AND THE SATISFACTION OF CAPACITY BUILDING PROGRAMME**



**HO:** There is no significant relationship between the variables.

**H1:** There is significant relationship between the variables

**INFERENCE:**

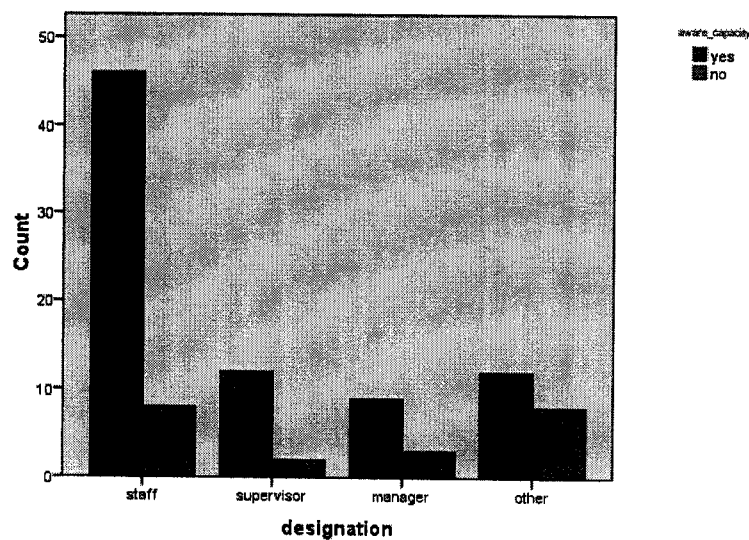
Since the calculated (12.537) which is less than the table value (12.592) at 5% level of significance at the six degree of freedom so we accept the null hypothesis and infer that there is no significant relationship between the work experience and satisfaction of capacity building programme.

**TABLE 2 CHI-SQUARE TEST TO FIND THE RELATIONSHIP BETWEEN THE DESIGNATION AND THE AWARENESS OF CAPACITY BUILDING PROGRAMME**

DESIGNATION	AWARENESS OF CAPACITY BUILDING PROGRAMME			Total
	Particulars	Yes	No	
Staff		46	8	54
Supervisor		12	2	14
Manager		9	3	12
Other		12	8	20
<b>Total</b>		<b>79</b>	<b>21</b>	<b>100</b>

**CHART 2 THE RELATION BETWEEN THE DESIGNATION AND THE AWARENESS OF CAPACITY BUILDING PROGRAMME**

Bar Chart



**HO:** There is no significant relationship between the variables

**H1:** There is significant relationship between the variables

**INFERENCE:**

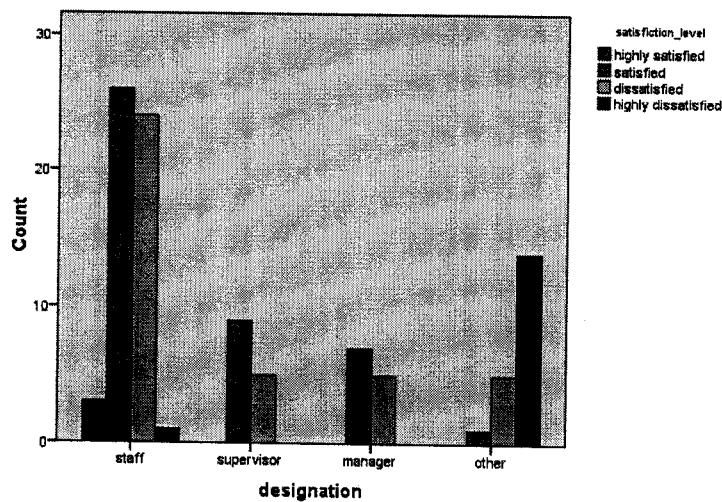
Since the calculated (6.093) which is less than the table value (7.815) at 5% level of significance at the three degree of freedom so we accept the null hypothesis and infer that there is no significant relationship between the designation and awareness of capacity building programme.

**TABLE 3 CHI-SQUARE TEST TO FIND THE RELATIONSHIP BETWEEN THE DESIGNATION AND THE SATISFACTION OF CAPACITY BUILDING PROGRAMME**

		SATISFACTION LEVEL OF CAPACITY BUILDING				
DESIGNATION	Particulars	Highly Satisfied	Satisfied	Dissatisfied	Highly Dissatisfied	Total
		Staff	3	26	24	1
	Supervisor	0	9	5	0	14
	Manager	0	7	5	0	12
	Other	0	1	5	14	20
	<b>Total</b>	<b>3</b>	<b>43</b>	<b>39</b>	<b>15</b>	<b>100</b>

**CHART 3 THE RELATION BETWEEN THE DESIGNATION AND THE SATISFACTION LEVEL OF CAPACITY BUILDING PROGRAMME**

Bar Chart



**HO:** There is no significant relationship between the variables

**H1:** There is significant relationship between the variables

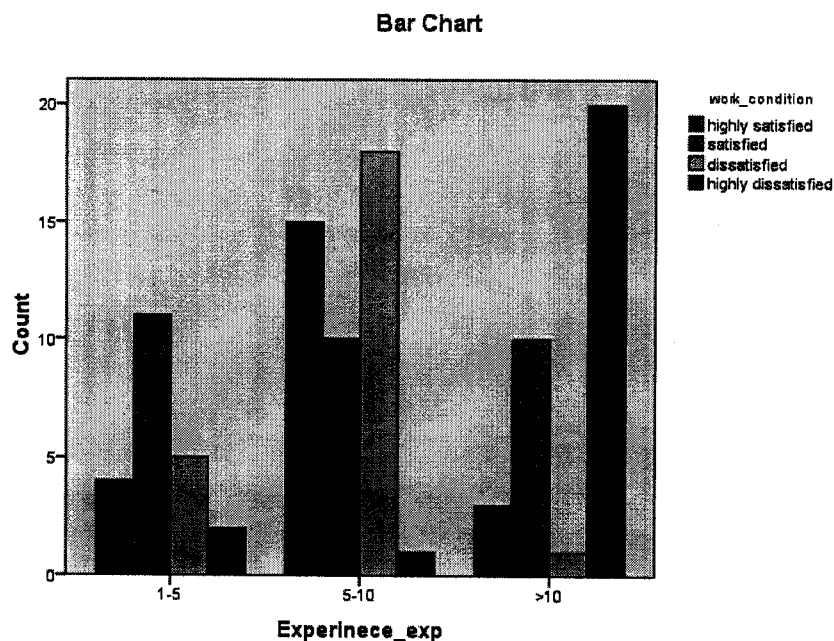
**INFERENCE:**

Since the calculated (17.115) which is greater than the table value (16.919) at 5% level of significance at the nine degree of freedom so we reject the null hypothesis and infer that there is significant relationship between the designation and satisfaction of capacity building programme.

**TABLE 4 CHI-SQUARE TEST TO FIND THE RELATIONSHIP BETWEEN THE WORK EXPERIENCE AND THE SATISFACTION OF WORK CONDITION**

WORK EXPERIENCE	SATISFACTION LEVEL OF WORK CONDITION					Total
	Particulars	Highly Satisfied	Satisfied	Dissatisfied	Highly Dissatisfied	
1-5		4	11	5	2	22
5-10		15	10	18	1	44
>10		3	10	1	20	34
<b>Total</b>		<b>22</b>	<b>31</b>	<b>24</b>	<b>23</b>	<b>100</b>

**CHART 4 THE RELATIONSHIP BETWEEN THE WORK EXPERIENCE AND THE SATISFACTION OF WORK CONDITION**



**HO:** There is no significant relationship between the variables

**H1:** There is significant relationship between the variables

**INFERENCE:**

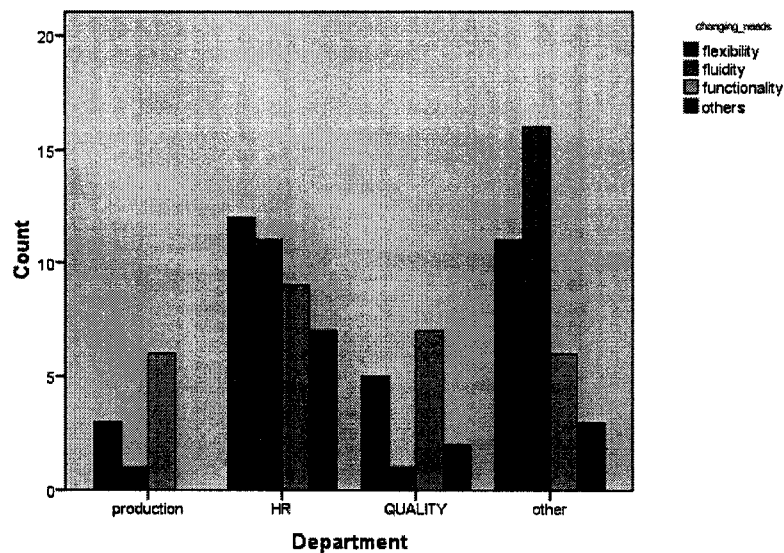
Since the calculated (12.351) which is less than the table value (12.592) at 5% level of significance at the six degree of freedom so we accept the null hypothesis and infer that there is no significant relationship between the experience and satisfaction of work condition.

**TABLE 5 CHI-SQUARE TEST TO FIND THE RELATIONSHIP BETWEEN THE DEPARTMENT AND THE CHANGING NEEDS OF EMPLOYEES**

DEPARTMENT	CHANGING NEEDS OF EMPLOYEES					Total
	Particulars	Flexibility	Fluidity	Functionality	Others	
Production		3	1	6	0	10
HR		12	11	9	7	39
Quality		5	1	7	2	15
Others		11	16	6	3	36
<b>Total</b>		<b>31</b>	<b>29</b>	<b>28</b>	<b>12</b>	<b>100</b>

**CHART 5 THE RELATIONSHIP BETWEEN THE DEPARTMENT AND THE CHANGING NEEDS OF EMPLOYEES**

Bar Chart



**HO:** There is no significant relationship between the variables.

**H1:** There is significant relationship between the variables.

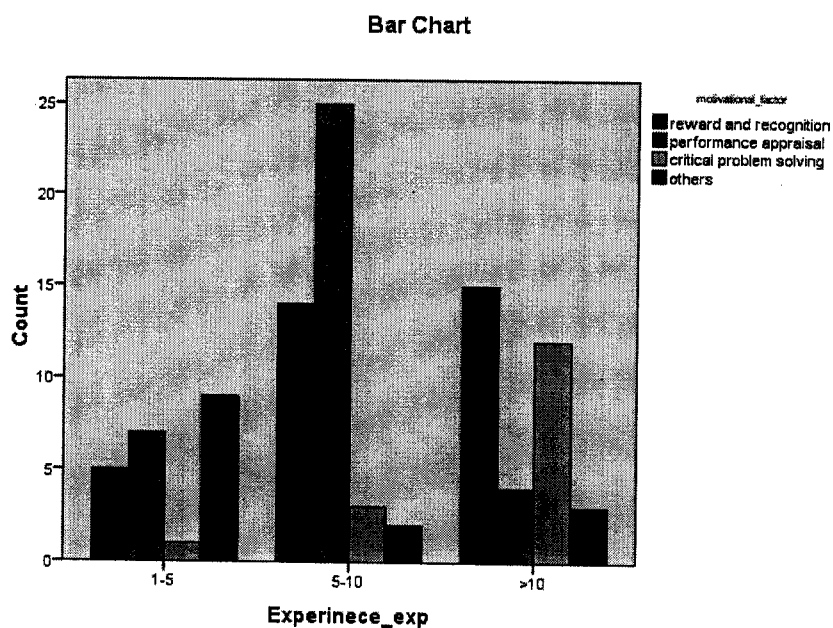
**INFERENCE:**

Since the calculated (15.507) which is less than the table value (16.919) at 5% level of significance at the nine degree of freedom so we accept the null hypothesis and infer that there is no significant relationship between the department and changing needs of employees.

**TABLE 6 CHI-SQUARE TEST TO FIND THE RELATIONSHIP BETWEEN THE WORK EXPERIENCE AND THE MOTIVATIONAL FACTORS**

WORK EXPERIENCE	MOTIVATIONAL FACTORS					Total
	Particulars	Reward & Recognition	Performance Appraisal	Critical Problem Solving	Others	
1-5		5	7	1	9	22
5-10		14	25	3	2	44
>10		15	4	12	3	34
<b>Total</b>		<b>34</b>	<b>36</b>	<b>16</b>	<b>14</b>	<b>100</b>

**CHART 6 THE RELATIONSHIP BETWEEN THE WORK EXPERIENCE AND THE MOTIVATIONAL FACTORS**



**HO:** There is no significant relationship between the variables.

**H1:** There is significant relationship between the variables.

**INFERENCE:**

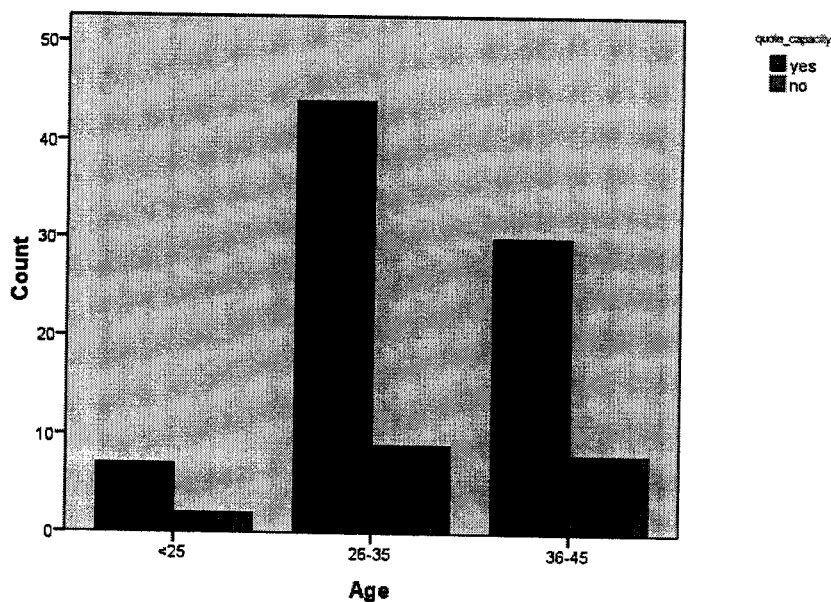
Since the calculated (11.070) which is less than the table value (12.592) at 5% level of significance at the six degree of freedom so we accept the null hypothesis and infer that there is no significant relationship between the work experience and motivational factors.

**TABLE 7 CHI-SQUARE TEST TO FIND THE RELATIONSHIP BETWEEN THE AGE AND THE RECOGNITION OF CAPACITY**

AGE	RECOGNITION OF CAPACITY			Total
	Particulars	Yes	No	
<25		7	2	9
26-35		44	9	53
36-45		30	8	38
<b>Total</b>		<b>81</b>	<b>19</b>	<b>100</b>

**CHART 7 THE RELATIONSHIP BETWEEN THE AGE AND THE RECOGNITION OF CAPACITY**

Bar Chart



**HO:** There is no significant relationship between the variables.

**H1:** There is significant relationship between the variables.

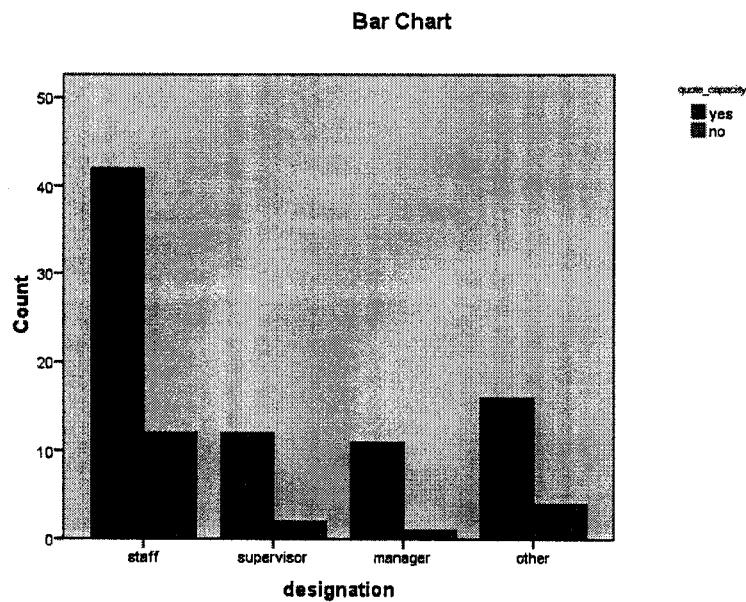
**INFERENCE:**

Since the calculated (0.035) which is less than the table value (5.991) at 5% level of significance at the two degree of freedom so we accept the null hypothesis and infer that there is no significant relationship between the age and recognition of capacity.

**TABLE 8 CHI-SQUARE TEST TO FIND THE RELATIONSHIP BETWEEN THE DESIGNATION AND THE RECOGNITION OF CAPACITY**

DESIGNATION	RECOGNITION OF CAPACITY			Total
	Particulars	Yes	No	
Staff		42	12	54
Supervisor		12	2	14
Manager		11	1	12
Other		16	4	20
<b>Total</b>		<b>81</b>	<b>19</b>	<b>100</b>

**CHART 8 THE RELATIONSHIP BETWEEN THE DESIGNATION AND THE RECOGNITION OF CAPACITY**



**HO:** There is no significant relationship between the variables.

**H1:** There is significant relationship between the variables.

**INFERENCE:**

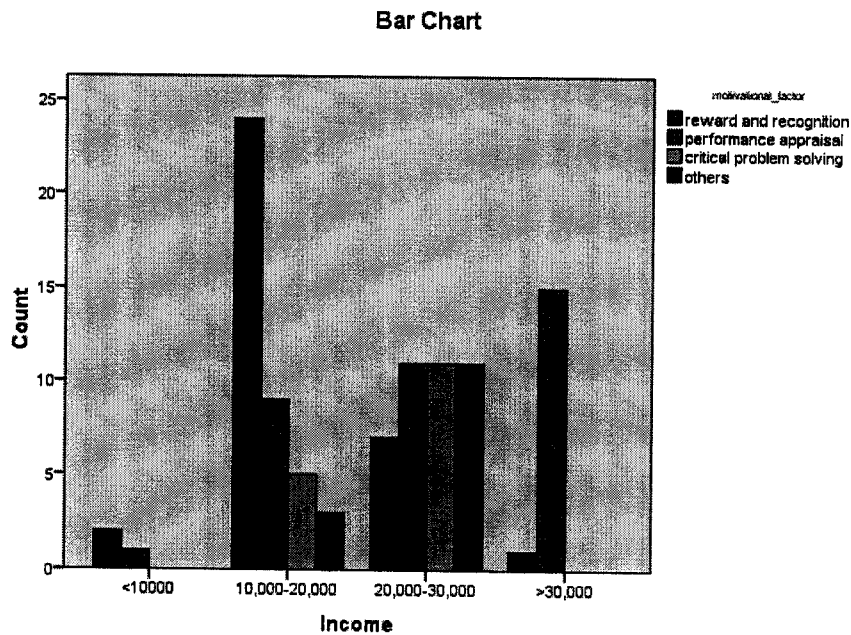
Since the calculated (1.467) which is less than the table value (7.815) at 5% level of significance at the three degree of freedom so we accept the null hypothesis and infer that there is no significant relationship between the designation and recognition of capacity.



**TABLE 9 CHI-SQUARE TEST TO FIND THE RELATIONSHIP BETWEEN THE INCOME AND THE MOTIVATIONAL FACTORS**

		MOTIVATIONAL FACTORS				
INCOME	Particulars	Reward & Recognition	Performance Appraisal	Critical Problem Solving	Other s	Total
	<10000	2	1	0	0	3
	10000-20000	24	9	5	3	41
	20000-30000	7	11	11	11	40
	>30000	1	15	0	0	16
	<b>TOTAL</b>	<b>34</b>	<b>36</b>	<b>16</b>	<b>14</b>	<b>100</b>

**CHART 9 THE RELATIONSHIP BETWEEN THE INCOME AND THE MOTIVATIONAL FACTORS**



**HO:** There is no significant relationship between the variables.

**H1:** There is significant relationship between the variables.

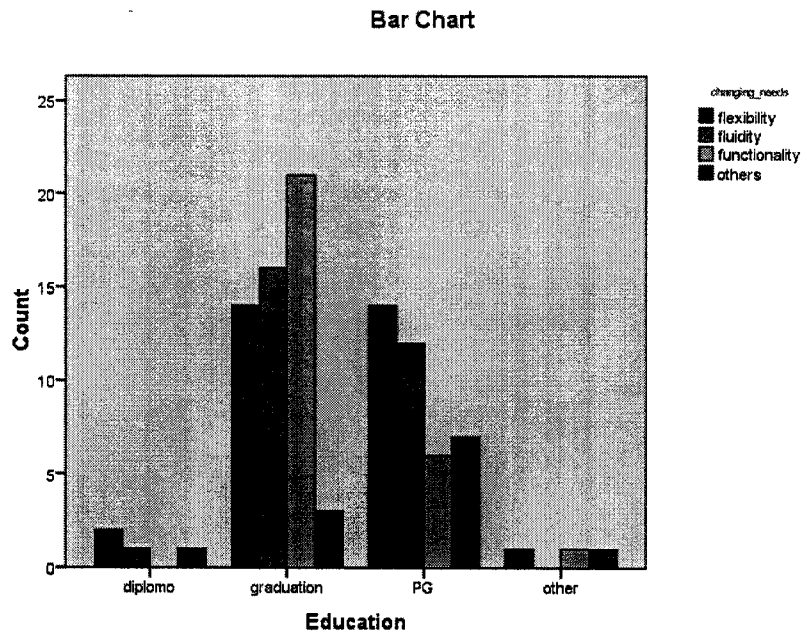
**INFERENCE:**

Since the calculated (9.236) which is less than the table value (16.919) at 5% level of significance at the nine degree of freedom so we accept the null hypothesis and infer that there is no significant relationship between the income and motivational factors.

**TABLE 10 CHI-SQUARE TEST TO FIND THE RELATIONSHIP BETWEEN THE EDUCATION AND THE CHANGING NEEDS OF EMPLOYEES**

	CHANGING NEEDS OF EMPLOYEES					Total
	Particulars	Flexibility	Fluidity	Functionality	Others	
EDUCATION	Diploma	2	1	0	1	4
	Graduation	14	16	21	3	54
	PG	14	12	6	7	39
	Others	1	0	1	1	3
	Total	31	29	28	12	100

**CHART 10 THE RELATIONSHIP BETWEEN THE EDUCATION AND THE CHANGING NEEDS OF EMPLOYEES**



**HO:** There is no significant relationship between the variables.

**H1:** There is significant relationship between the variables.

**INFERENCE:**

Since the calculated (12.537) which is less than the table value (16.919) at 5% level of significance at the nine degree of freedom so we accept the null hypothesis and infer that there is no significant relationship between the education and changing need of employees.

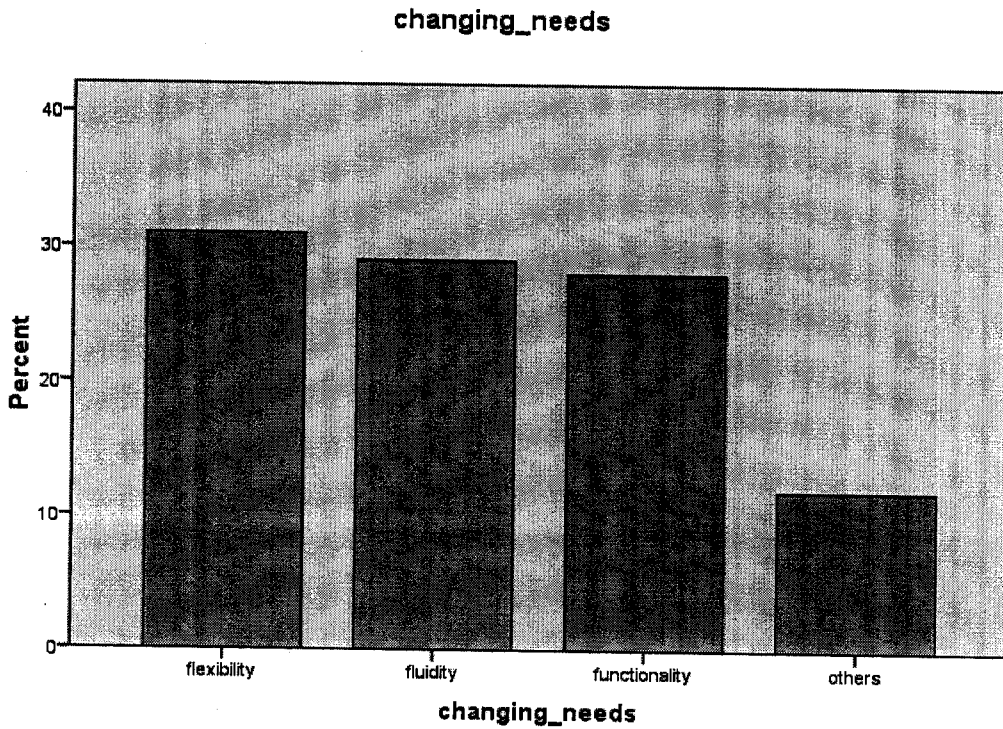
**TABLE 11 EXPERIENCES OF RESPONDENTS**

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
1-5	22	22.0	22.0	22.0
5-10	44	44.0	44.0	66.0
>10	34	34.0	34.0	100.0
<b>Total</b>	<b>100</b>	<b>100.0</b>	<b>100.0</b>	

**INFERENCE:**

From the above table it is clear that 44.0% of respondents have 5-10 work experience, 34.0% have above 10 years and 22.0% have 1-5 years of work experience in the organisation.

**CHART 11 EXPERIENCES OF RESPONDENTS**



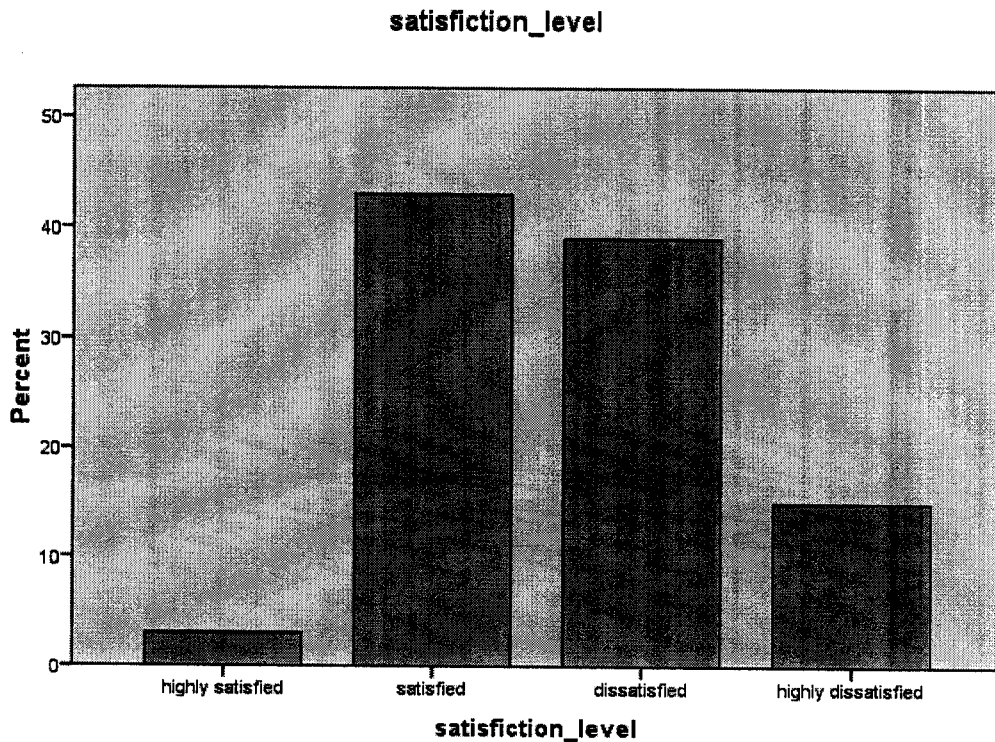
**TABLE 12 SATISFACTION LEVEL OF CAPACITY BUILDING**

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
highly satisfied	3	3.0	3.0	3.0
satisfied	43	43.0	43.0	46.0
dissatisfied	39	39.0	39.0	85.0
highly dissatisfied	15	15.0	15.0	100.0
<b>Total</b>	<b>100</b>	<b>100.0</b>	<b>100.0</b>	

**INFERENCE:**

From the above table it is clear that 43.0% of respondents are satisfied with the capacity building factors, 39.0% are dissatisfied, 15.0% are highly dissatisfied and 5.0% of them are highly satisfied in the organisation.

**CHART 12 SATISFACTION LEVEL OF CAPACITY BUILDING**



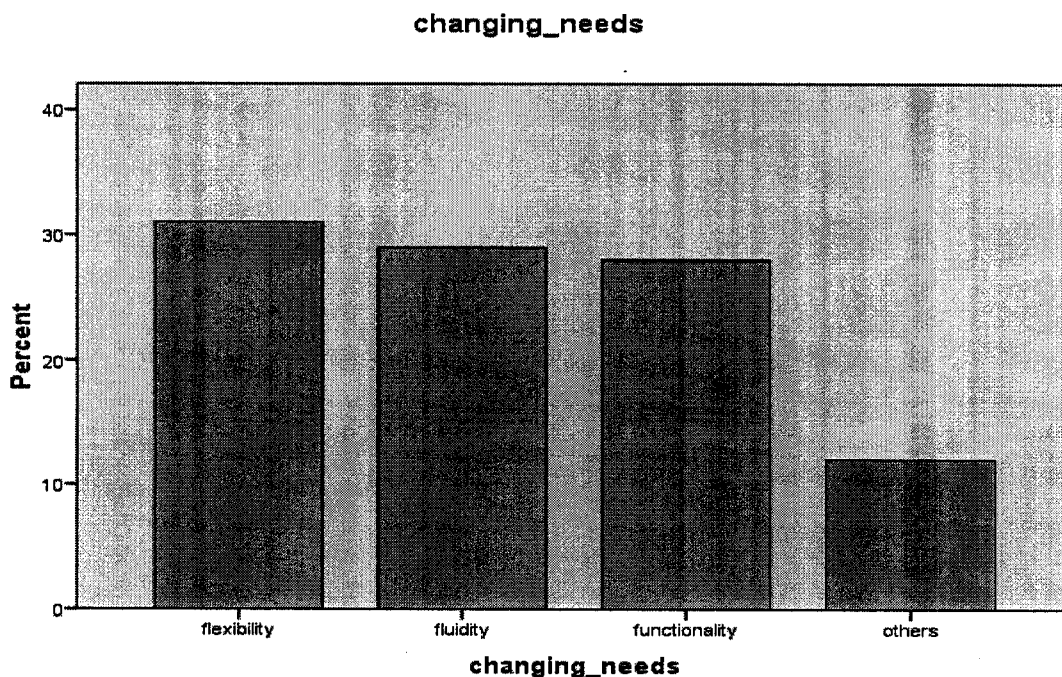
**TABLE 13 CHANGING NEED OF THE ORGANISATION**

<b>Particulars</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
flexibility	31	31.0	31.0	31.0
fluidity	29	29.0	29.0	60.0
functionality	28	28.0	28.0	88.0
others	12	12.0	12.0	100.0
<b>Total</b>	<b>100</b>	<b>100.0</b>	<b>100.0</b>	

**INFERENCE:**

From the above table it is clear that 31.0% of respondents prefer flexibility as their changing need, 29.0% choose fluidity, 28.0% choose functionality and 12.0% lies in others like T & D.

**CHART 13 CHANGING NEED OF THE ORGANISATION**



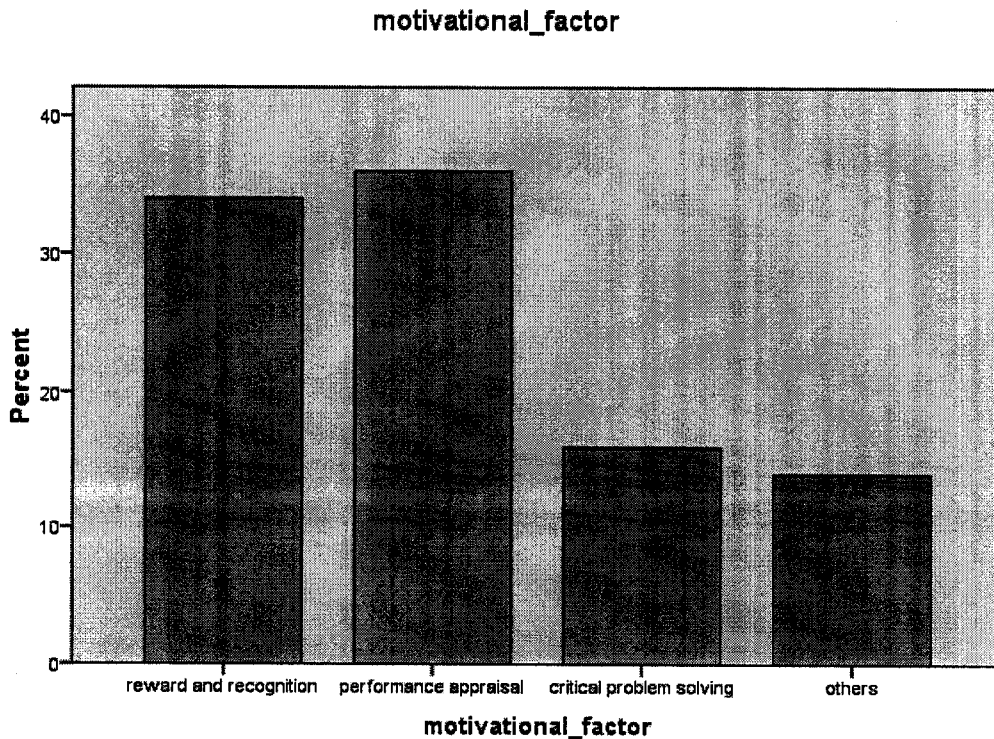
**TABLE 14 MOTIVATIONAL FACTORS OF THE ORGANISATION**

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
reward and recognition	34	34.0	34.0	34.0
performance appraisal	36	36.0	36.0	70.0
critical problem solving	16	16.0	16.0	86.0
others	14	14.0	14.0	100.0
<b>Total</b>	<b>100</b>	<b>100.0</b>	<b>100.0</b>	

**INFERENCE:**

From the above table it is clear that 36.0% of respondents prefer performance appraisal as their motivational factor, 34.0% choose reward and recognition, 16.0%, choose critical problem solving and 14.0% lies in others.

**CHART 14 MOTIVATIONAL FACTORS OF THE ORGANISATION**



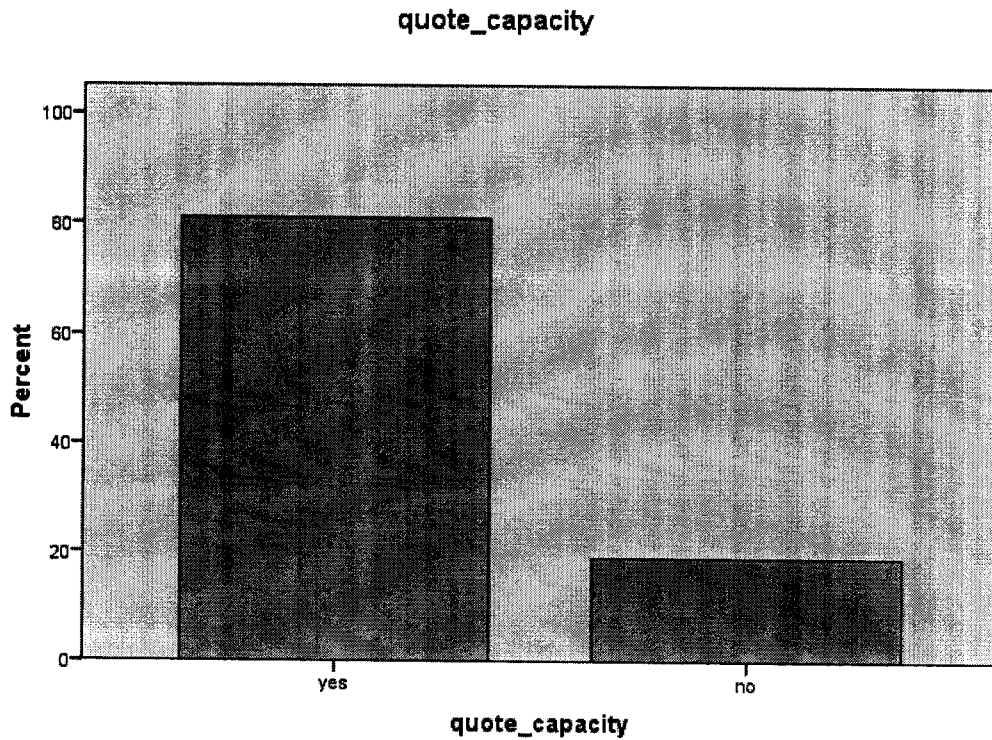
**TABLE 15 RECOGNITION OF CAPACITY**

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
yes	81	81.0	81.0	81.0
no	19	19.0	19.0	100.0
<b>Total</b>	<b>100</b>	<b>100.0</b>	<b>100.0</b>	

**INFERENCE:**

From the above table it is clear that 81.0% of respondents quote that their capacity has been recognised, 19.0% quote that their capacity has not been recognised.

**CHART 15 RECOGNITION OF CAPACITY**



## **FINDINGS & INFERENCE**

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## **FINDINGS AND INFERENCES:**

- It is stated from the analysis that 44% of the respondents have 5-10 years of experience in the organisation due to job satisfaction.
- It is identified from the analysis that 43% of the respondents are satisfied with capacity building programme of the organization.
- It is revealed from the analysis that 31% of the respondents opt flexibility as their changing needs in their organization.
- It is inferred from the analysis that 36% of the respondents prefer reward and recognition as their motivational factors.
- It is stated from the analysis that 81% of the respondents quote that their capacity are been recognised by the management of the organization.
- There is no significant relationship between the experience and satisfaction of capacity building.
- There is close relationship between the designation and satisfaction of capacity building.
- There is no significant relationship between the experience and working conditions.
- There is no significant relationship between the department and changing needs in the organisation.
- There is no significant relationship between the age and the recognition of capacity.

## RECOMMENDATIONS

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## **RECOMMENDATIONS:**

- The management should conduct more capacity building programmes which help them to gain awareness about their inbuilt skills of the employees.
- The management should conduct proper training programmes to increase the capacity of the employees.
- The capacity building process has been further increased by conducting management games, periodically reviews and so on.
- The management should give equal preferences to all the departments which enhances as the motivational factor to develop the potential of employees.
- Personal counselling is also recommended for the employees to bring about awareness of the individual's problems which help them to perform well in future.

**CONCLUSION**

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## **CONCLUSION;**

The study was undertaken to find out the capacity building measures in Sakthi Sugars Ltd, Coimbatore. It mainly focuses on the measures for building capacity and to maintain them for the organisational effectiveness.

It is very important for the management to develop capacity in employees and to improve their skills by conducting proper development programmes.

A good degree of contribution from management for capacity development was found.

A good working atmosphere are found in the organisation which acts as a motivational factor to improve the employees capacity.

Sakthi sugars Ltd, being such a well established and prestigious organisation has been succeeded in developing the potential of their employees.

## APPENDIX

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## QUESTIONNAIRE

1. Name:

2. Age:

below 25

26-35

36-45

above 45

3. Gender:

male

female

4. Marital status:

single

married

5. Designation:

staff

supervisor

manager

Others \_\_\_\_\_

6. Department:

Production

Human resource

Quality

Others \_\_\_\_\_

6. Education:

Diploma

Graduation

Post graduation

Others \_\_\_\_\_

8. Income:

Below 10000

10000-20000

20000-30000

Above 30000

9. How many years you have been working for this organization?

below 1 year

1-5

5-10

above 10

10. Are you aware of mission and vision statement of your organization?

Yes

No

11. Choose the level of satisfaction of your mission and vision statement of your company?

highly satisfied

satisfied

dissatisfied

highly dissatisfied

12. Are you aware of the capacity building in your organization?

Yes

No

13. Rank the capacity building programme according to your preference

Leadership capacity	
Inter personnel relationship	
Motivational Factors	
Training and development	
Problem solving	
Decision making	

14. How often such Programmes are been attended to improve your capacity?

frequently

periodically

very occasionally

never



15. Choose the satisfaction level of capacity building program.?

- |   |  |
|---|--|
| <input type="checkbox"/> highly satisfied | <input type="checkbox"/> satisfied           |
| <input type="checkbox"/> dissatisfied     | <input type="checkbox"/> highly dissatisfied |

16. Which the element/factor which is most important in changing needs of organisation?

- |  |                                   |
|--|-----------------------------------|
| <input type="checkbox"/> flexibility   | <input type="checkbox"/> fluidity |
| <input type="checkbox"/> functionality | Others _____                      |

17. Are you satisfied with work conditions in the organization?

- |   |  |
|---|--|
| <input type="checkbox"/> highly satisfied | <input type="checkbox"/> satisfied           |
| <input type="checkbox"/> dissatisfied     | <input type="checkbox"/> highly dissatisfied |

18. Which motivational factors help to builds your capacity

- |   |  |
|---|--|
| <input type="checkbox"/> Reward and Recognition   | <input type="checkbox"/> performance appraisal |
| <input type="checkbox"/> critical problem solving | Others _____                                   |

19. Quote whether your capacity has been properly recognized and suitable training programmes are conducted to develop your potential.

- |                              |                             |
|------------------------------|-----------------------------|
| <input type="checkbox"/> Yes | <input type="checkbox"/> No |
|------------------------------|-----------------------------|

20. Please quote your valuable suggestions to benchmark for further improvements in building the capacity.

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Thank u

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### **WEB SITE:**

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