

P-1991



**A STUDY ON EMPLOYEES MOTIVATION IN
TAMILNADU NEWSPRINT AND PAPERS LIMITED,
KAGITHAPURAM**

By

C.VIDHYA
Reg.No. 71205631057

Of

Department of Management Studies
Kumaraguru College of Technology
Coimbatore

A PROJECT REPORT
Submitted to the

FACULTY OF MANAGEMENT SCIENCES

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

of

MASTER OF BUSINESS ADMINISTRATION

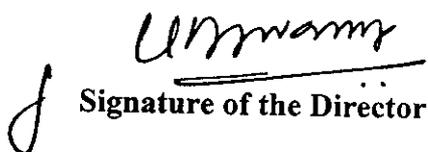
June, 2007

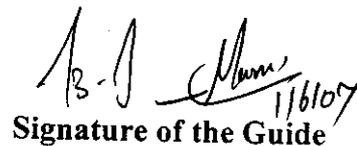


DEPARTMENT OF MANAGEMENT STUDIES
KUMARAGURU COLLEGE OF TECHNOLOGY
COIMBATORE-641006

BONOFIDE CERTIFICATE

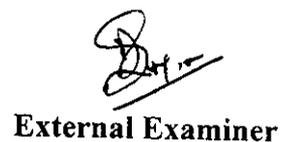
This is to certify that the project work entitled "A STUDY ON EMPLOYEES MOTIVATION IN TAMILNADU NEWSPRINT AND PAPERS LIMITED, KAGITHAPURAM, KARUR (DT)" is the approved record work done by C.VIDHYA, (Reg. No: 71205631057) in the partial fulfillment of requirements for the award of the degree of Master of Business Administration during the year 2005 - 2007


Signature of the Director


Signature of the Guide

Submitted for viva-vice Exam held on ...3.7.2007...at KCT BUSINESS SCHOOL, COIMBATORE.


Internal Examiner


External Examiner

DECLARATION

I here by declare that the project work entitled "A STUDY ON EMPLOYEES MOTIVATION IN TAMILNADU NEWSPRINT AND PAPERS LIMITED, KAGITHAPURAM, KARUR (DT)". Submitted in partial fulfillment of requirement for the degree of Master of Business Administration, Anna University is of my original work and that no part of this report has been submitted for the award of any other degree, diploma, fellowship or any other similar titles.

Date : 1-6-2007

Place : Coimbatore

C. Vidhya
(C.VIDHYA)

TNPLVAL AWARD
CELLENCE IN
TE GOVERNANCE**Tamil Nadu Newsprint and Papers Limited**

(A Government of Tamil Nadu Enterprise)

Kagithapuram - 639 136, Karur Dist., Tamil Nadu, INDIA.

Phone : (0091) 04324 - 277001 to 277010

Fax : (0091) 04324 - 277025

Purchase : 277026

PMD : 04324 - 277027

Mktg : 277028 & 277029

Cell : 098 - 424 - 56940 to 56943 Grams : NEWSPRINT

**RWTUV**

HR/31/23/1267

April 13, 2007

CERTIFICATE

This is to certify that Ms. C. VIDHYA, M.B.A., student of KUMARAGURU COLLEGE OF TECHNOLOGY, COIMBATORE has undergone PROJECT WORK at our HUMAN RESOURCES DEPARTMENT from FEBRUARY '07 to APRIL '07.


(S. RAMAMOORTHY)
MANAGER - HRD

To

Ms. C. Vidhya
Kumaraguru College of Technology
Coimbatore.

Corporate Office : 67, Mount Road, Guindy, Chennai - 600 032.

Fax : 044-22350834 / 22354614, Phone : 044 - 22354415 / 16 / 18, 22301094-97, Grams : NEWSPRINT

E-Mail : response@tnpl.co.in / export@tnpl.co.in., Web : www.tnpl.co.in

ACKNOWLEDGEMENT

First and foremost I thank my college for the support, motivation, inspiration, and the co-operation that was provided to me through out the project. I acknowledge to all those who have helped me in the preparation of this project work.

I express my profound gratitude to Dr. S.Ganesan Ph.D., Director of KCT Business School who has been a source of inspiration and guidance through out the project. I also extend our special thanks to Dr. B.Subramani MBA.,FDPM(IIM-A),Ph.d., Senior Lecturer KCT Business School, internal guide for his constant guidance and motivation that helped me in analyzing the data, and preparation of report.

I wish to acknowledge my sincere thanks to Mr. P.Daniel Satya Prakash, Senior Officer (HRD) and Mr.N.Dharmaraj, Assistant Officer (HRD) for granting me permission to undertake my project work in his esteemed organization.

I also extend my sincere gratitude to Mr. Sundaram.,M.A, Personnel Officer, who has helped me in all his best and for his co-operation during the project work.

I am grateful to the staff members of Tamilnadu Newsprint And Papers Limited, Karur for their timely help to accomplish this project work successfully.

Last but not the least, my sincere thanks to my friends and parents for their constant support and encouragement, without which the project could not have been a success.

Above all, I thank God, the almighty who has been of a great inspiration throughout this endeavor to complete this work of mine successfully.

EXECUTIVE SUMMARY

In every organization requires the creation and maintenance of an environment in which individual work together in groups towards the attainment of organizational goals. A manager can't do this job without knowing what motivates employees. The necessity of building motivating factors into organizational roles and the entire process of leading employees must be built in knowledge of motivation. The primary task of manager is to get employees to effectively to contribute activities that help to achieve the organizational goals or of any department. The managers clearly guide to employees in all activities and should have ability to what leads employees to do things what motivate them. A departmental activity of organization is on the side of employee's motivational programmes.

Performance results from the interaction of physical, financial and human resources. The first two are inanimate; they are translated into "productivity" only when the human element is introduced. However the human element interact a variable over which a management has limited control. When dealing with the inanimate actors of production, a management can accurately predict the input-output relationship and can even vary the factors it chooses in order to achieve a desired rate of production. In dealing with employees, however, an intangible factor of will, volition or freedom of choice is introduced, and workers can increase or decrease their productivity as they choose. This human quality gives rise to the need for positive motivation.

In fact, the level of the performance of an employee is a function of his ability and motivation. The first determines what he can do; the second determines what he will do. Where there is a strong positive motivation, the employee's output increases; but where it is the core of management which shows that every human being earnestly seeks a secure, friendly and supportive relationship which gives him a sense of worth in face-to-

face groups which are most important to him. A supervisor should strive to treat individuals with dignity and recognition of their personal worth.

A motive is a reason for doing something. Motivation is concerned with the factors that influence people to behave in certain ways. The three components of motivation are

- ❖ Direction - what a person is trying to do;
- ❖ Effort - how hard a person is trying;
- ❖ Persistence - how long a person keeps on trying

Motivation can be described as goal directed behavior. People are motivated when they expect that a course of action is likely to lead to the attainment of a goal and a valued reward one that satisfied their needs.

The organization as a whole can provide the context with in which high levels of motivation can be achieved by providing incentives and rewards, satisfying work and opportunities for learning and growth. But managers still have a major part to play in using their motivating skills to get people to give of their best, and to make good use of the motivational process provided by the organization. To do this is necessary to understand the process of motivating how it works and the different types of motivation that exist.

Motivation is initiated by the conscious or unconscious recognition of unsatisfied needs. These needs create wants, which are desires to achieve or obtain something. Goals are then established which is believed will satisfy these needs and wants and a behavior pathway in selected, which it is expected, will achieve the goal. If the goal is achieved, the need will be satisfied and the behavior is likely to be expected the next time a similar need emerges.

TABLE OF CONTENTS

EXECUTIVE SUMMARY	ii
LIST OF TABLES	vi
LIST OF EXHIBITS	vii

CHAPTER NO	TITLE	PAGE NO
I	INTRODUCTION	1
	1.1 BACKGROUND OF THE STUDY	10
	1.2 REVIEW OF LITERATURE	10
	1.3 OBJECTIVE	12
	1.4 SCOPE OF THE STUDY	12
	1.5 METHODOLOGY	12
	1.6 LIMITATION OF THE STUDY	14
	1.7 CHAPTER SCHEME	14
II	PROFILE OF THE COMPANY	15
	2.1 HISTORY OF THE ORGANIZATION	15
	2.2 MANAGEMENT	22
	2.3 ORGANIZATION STRUCTURE	23
	2.4 PRODUCT PROFILE AND MARKET POTENTIAL	25
	2.5 FUTURE PLAN OF ACTION	32
	2.6 DESCRIPTION OF VARIOUS FUNCTIONAL AREAS	34

CHAPTER NO	TITLE	PAGE NO
III	MACRO – MICRO ECONOMIC ANALYSIS	37
IV	DATA ANALYSIS AND INTERPRETATION	
	4.1 DEMOGRAPHIC FACTOR	39
	4.2 WEIGHTED AVERAGE METHOD	51
	4.3 CHI-SQUARE	55
V	CONCLUSIONS	
	5.1 FINDINGS	59
	5.2 SUGGESTIONS	60
	5.3 CONSIDERED RECOMMENDATIONS	61
	BIBLIOGRAPHY	
	APPENDIX	

LIST OF TABLES

TABLE NO	NAME OF THE TABLE	PAGE NO
1	DISTRIBUTION OF RESPONDENTS BY THEIR AGE	39
2	DISTRIBUTION OF RESPONDENTS BY THEIR GENDER	41
3	DISTRIBUTION OF RESPONDENTS BY THEIR MARITAL STATUS	43
4	DISTRIBUTION OF RESPONDENTS BY THEIR EDUCATIONAL QUALIFICATION	45
5	DISTRIBUTION OF RESPONDENTS BY THEIR EXPERIENCE	47
6	DISTRIBUTION OF EMPLOYEES BY THEIR MONTHLY INCOME	49
7	WEIGHTED AVERAGE TEST-ENVIRONMENTAL FACTORS	51
8	WEIGHTED AVERAGE TEST - AMINITIES FACTORS	52
9	WEIGHTED AVERAGE TEST - FINANCIAL FACTORS	53
10	WEIGHTED AVERAGE TEST - POLICIES	54
11	CHI-SQUARE TEST - AGE V _s FACTORS	55
12	CHI-SQUARE TEST - GENDER V _s FACTORS	56
13	CHI-SQUARE TEST - EDUCATION V _s FACTORS	57
14	CHI-SQUARE TEST - EXPERIENCE V _s FACTORS	58

LIST OF EXHIBITS

CHART NO	NAME OF THE CHART	PAGE NO
1	DISTRIBUTION OF RESPONDENTS BY THEIR AGE	40
2	DISTRIBUTION OF RESPONDENTS BY THEIR GENDER	42
3	DISTRIBUTION OF RESPONDENTS BY THEIR MARITAL STATUS	44
4	DISTRIBUTION OF RESPONDENTS BY THEIR EDUCATIONAL QUALIFICATION	46
5	DISTRIBUTION OF RESPONDENTS BY THEIR EXPERIENCE	48
6	DISTRIBUTION OF EMPLOYEES BY THEIR MONTHLY INCOME	50

CHAPTER I

INTRODUCTION

CONCEPT OF MOTIVATION

"Motivation is a Latin word meaning, "To move". Human motives are internalized goals within individuals. Motivation may be defined as those force that cause people to behave in certain ways. Motivator encompasses all those pressures and influences that trigger channel and sustain human behavior. Motivation is the process of channeling persons inner drives so that he wants to accomplish the goals of the organization. Motivation concerns itself to the work. It seeks to know the incentives for work and tries to find out the ways and means whereby their realization can be helped and encouraged.

TYPES OF MOTIVATION

A positive motivation involves the possibility of increased motive satisfaction, while negative motivation involves the possibility of decreased motive satisfaction. A positive or incentive motivation is generally based on reward. According to Flippo, "Positive motivation is a process of attempting to influence others to do your will through the possibility of gain or reward".

Incentive motivation is the "pull" mechanism. It has its own benefits. The receipt of awards, due recognition, and praise for work well done definitely lead to good team spirit, co-operation and feeling of happiness.

Negative or fear motivation is based on force and fear. Fear causes person to act in a certain way because they are afraid of the consequences if they don't. If workers do not work, they are threatened with lay-off or demotion. In other words, fear motivation is a "push" mechanism.

Extrinsic motivation is concerned with external motivators which employee's enjoy-pay promotion, status, fringe benefits, retirement plans,

health insurance schemes, holidays and vacations, etc. By and large, these motivators are associated with financial rewards.

Intrinsic motivation on the other hand, is concerned with the “feeling of having accomplished something worthwhile” i.e., the satisfaction esteem, power, status, competition and participation are examples of such motivation.

Self-Motivation or Attitude Motivation

Before one can motivate others, one must motivate oneself. One must overcome a certain amount of one’s natural inertia. One of the most common deterrents to human action is that of a tired feeling. This tired feeling is due to emotional reactions within oneself. The things that affect the conscious mind and are generally known as anxiety are (i) Monotonous work (ii) Driven by boss (iii) Bad physical conditions (iv) Dose not get along with associates (v) Dissatisfied with work or achievement (vi) Under constant strain (vii) Gets no real rest at home (viii) Worried about holding the financial troubles.

Group motivation

The motivation of a group is an important as self-motivation. A group can be motivated by improving human relations and dealing with people in a human way, by developing the will to do, by encouraging people to feel involvement in their work, by giving them an opportunity to improve their work, by giving them an opportunity to improve their performance and by complimenting or praising them. In dealing with others, it must bear in mind that the greatest returns can be obtained when each member of a group is properly motivated. Therefore, motivation must be used in one’s day-to-day activities.

ADVANTAGES OF MOTIVATION

- High Performance Level
- Low Employee Turnover and Absenteeism
- Makes Employees to Accept Changes
- Development of Creative Talents

What De motivates (De-motivates) Employees?

1. Over and under assignment
2. Buck mastership
3. Coercive supervision
4. Manipulate behavior

THEORIES OF MOTIVATION

Motivation to work is very complex. There are many internal and external environmental variables that affect the motivation to work. Behavioral scientists started to search new facts and techniques for motivation. These theories are termed as theories of motivation. The most important theories are explained below.

Mc Gregor's Theory X and Theory Y

Different styles of management have different bearing on the motivation of workers in the organization. The style adopted by a manager in managing his subordinate is basically depend upon his assumption about human behavior. Theory X is negative, traditional and autocratic style while Theory Y is positive, participatory and democratic. Thus, these labels describe contrasting set of assumption about human nature. Douglas McGregor has classified the basic assumption regarding human nature into two parts and has designed them as Theory X and Theory Y.

Theory X:

This is traditional theory of human behavior, which makes the following assumptions about human nature:

1. Management is responsible for organizing the elements of productive enterprises-money, material, equipment; people-in the interest of economic ends.
2. With reference to people it is a process of directing their efforts, motivating them, controlling their actions, modifying their behavior in order to be in conformity with the needs of the organization.

3. Without this active intervention by management, people would be passive-even resistant to organizational needs. Hence, they must be persuaded, rewarded, punished and properly directed.
4. The average human being has an inherent dislike to work and will avoid it if he can.
5. He lacks ambition, dislikes responsibility and prefers to be led.
6. He is inherently self-centred, indifferent to organizational needs.
7. He is by nature resistant to change.
8. He is gullible, not very bright.

Theory Y:

The assumptions of Theory Y, according to McGregor are as follows:

1. Work is as natural play rest; provided the conditions are favorable, the average human being does not inherently dislike work.
2. External control and the thrust of punishment are not the only means for bringing about efforts towards organizational objectives. Man can exercise self-control and self-direction in the service of objectives to which he is committed.
3. Commitment to objectives is a result of the rewards associated with their achievement. People select goals for themselves if they see the possibilities of some kind of reward that may be material or even psychological.
4. The average human beings, under proper conditions, do not shirk responsibility, but learn not only to accept responsibility but also seek it.
5. The capacity to exercise a relatively high degree of imagination, ingenuity and creativity in the solution of organizational problems is widely, not narrowly distributed in the population.
6. Under conditions of modern industrial life the intellectual potentialities of people are only partially utilized. As a matter of fact, men have unlimited potential.

Comparison of Theory X and Theory Y

Theory X

1. Theory X assumes human beings inherently dislike work and feel distasteful towards work
2. Theory X emphasizes that people do not have ambitions and they shirk responsibility.
3. It assumes that people generally have little capacity for creativity.
4. According to Theory X, people lack self-motivation and require to be externally controlled.
5. Theory X emphasizes upon centralization of authority in decision making process.

Theory Y

1. Theory Y assumes that work is as natural as play or rest.
2. Theory Y assumes just the reverse.
3. According to Theory Y the creativity is widely distributed in the population.
4. In Theory Y people are creative.
5. Theory Y emphasizes decentralization and greater participation.

Maslow's Need-Hierarchy Theory of Motivation

According to Abraham Maslow, a US psychologist, man is a wanting animal. He has a variety of wants or needs. All motivated behavior of man is directed towards the satisfaction of his needs. This theory states that people are motivated by multiple needs, which could be arranged in a hierarchy. Maslow offers a general theory of motivation called need hierarchy theory.

The features of this theory are as follows:

1. People have a wide range of needs, which motivate them to strive for fulfillment.
2. Human needs can be definitely categorized into five types:
 - a) Physical needs
 - b) Safety or security needs

- c) Affiliation or social needs
 - d) Esteem needs, and
 - e) Self-actualization needs
3. These needs can be arranged into a hierarchy. Physical needs are at the base whereas self-actualization needs are at the apex.
 4. People gratify their physical needs first, when the need is satisfied, they feel the urge for the next higher level need.
 5. Relative satisfaction of lower level need is necessary to activate the next higher level need.
 6. A satisfied need does not motivate human behavior. It only triggers or activates their urge for the next higher level needs.

The need-hierarchy theory must not be viewed as a rigid structure to be applied universally in all situations. The hierarchy represents a typical pattern that operates most of the time. Self-actualization (Creativity, Self-expression, etc.). Esteem (Self-respect, Status, etc.). Social Association with others (Belonging, giving & receiving affection, etc.). Security (Protection against danger, threat, deprivation, etc.). Physiological (Hunger, thirst, relaxation sex, etc.)

Herzberg's Theory of Motivation

Herzberg developed a theory of motivation on the premise that human nature has two separate elements:

- The motivators and
- Maintenance factors.

According to this theory of motivation the items that determine job content are considered motivational factors. E.g., Achievement, recognition, responsibility, advancement and the work itself. The element that influences the job context are the hygiene or maintenance factors, E.g., company policy, salary, interpersonal relations, working conditions, etc. They must be adequate and if they are absent or inadequate, they will create dissatisfaction.

A) Hygiene factors: Hygiene factors represent the need to avoid pain in the environment. They are not an intrinsic part of a job. But they are related to the conditions under which a job is performed. They are associated with negative feelings. They must be viewed as preventive measures that remove sources of dissatisfaction from the environment. Herzberg believed that hygiene factors create a zero level of motivation and, if maintained at a proper level, prevents negative type of motivation from occurring. Thus, hygiene factors, when absent, increase dissatisfaction with the job. When present, they help in preventing dissatisfaction but do not increase satisfaction or motivation.

B) Motivators: Motivators are associated with positive feelings of employees about the job. They make people satisfied with their job. Motivators are necessary to keep job satisfaction and job performance high. On the other hand, if they are not present they do not prove highly satisfying. Motivational factors or satisfiers are directly related to job content itself, the individual's performance of it, its responsibilities and the growth and recognition obtained from it. Motivators are intrinsic to the job.

Thus, when motivators are absent, they prevent both satisfaction and motivation. When motivators are present, they lead to satisfaction and motivation. To apply the two-factor theory to the workplace, Herzberg suggests a two-step process:

- 1) The supervisor should attempt to eliminate the hygiene factors that are found to be more basic than factors that lead to satisfaction.
- 2) Once the dissatisfied have been somewhat neutralized, the supervisor may be able to motivate workers through the introduction of motivational factors.

Victor Vroom's Expectancy Theory

Victor Vroom developed expectancy theory. It is based on the notion that behavior depends on people expectations concerning their ability to perform tasks and to receive desired rewards. The expectancy theory argues that the strength of a tendency to act in certain way depends on

the strength of an expectation that the act will be followed by a given outcome and on the attractiveness of the outcome to the individual. It includes three variables, which Vroom refers to as:

- i) **Valence:** Valence means the strength of an individual's preference for a particular outcome. A valence of zero occurs when the individual is preferred not attaining it.
- ii) **Instrumentality:** Instrumentality refers to the relationship between performance and reward. It refers to a degree to which a first level outcome. If people perceived instrumentality will be positive. On the other hand, if they perceive that performance dose not make any difference to their rewards, the instrumentality will be low.
- iii) **Expectancy:** People have expectancies about the likelihood that an action or effort on their part will be motivated by the belief that their performance will ultimately lead to payoffs for them. Expectancy is the probability that a particular action will lead to a particular first level outcome.

In sum, Vroom emphasizes the importance of individual perceptions and assessments of organizational behavior. The key to "Expectancy" theory is the "Understanding of an individual's goals" and the linkage between "effort and performance" between "performance and rewards" and between "rewards and individual-goal satisfaction". We understand what needs an employee seeks to satisfy those not ensure that the employee himself perceives high jog performance as necessarily leading to the satisfaction of these needs.

McClelland's Need for Achievement Theory

David McClelland, a Harvard psychologist, has proposed that there are three relevant motives most needs in workplace situations. According to him, the motives are:

- 1) The needs for achievement, i.e., strive to succeed.
- 2) The need for affiliation, i.e., warm relationship with others.
- 3) The need for power, i.e., controls other people.

According to McClelland every motive is acquired except striving for pleasure and avoiding pain. He proposed that people acquire these needs for achievement, power and affiliation through experiences over time. On the job, people are motivated by these needs, and the manager can learn to recognize these needs in workers and use them to motivate behavior.

McClelland used the Thematic Apperception Test (TAT) to study human needs. The TAT process involves asking respondents to look at pictures and write stories about what they see on the pictures. The stories are analyzed to find certain themes that represent various human needs. From his research, McClelland found that achievement motive is a "desire to perform in terms of a standard of excellence or to be successful in competitive situations". They (Employees) seek situations where:

1. They can attain personal responsibility for finding solutions to problems.
2. They can receive immediate feedback information on how they are progressive towards a goal.
3. They can set moderately challenging goals.
4. They find accomplishing a task intrinsically satisfying.

"High achievers" differentiate themselves from others by their desire to do things better.

Evaluation: Achievement motivated people are the backbone of any organization. As such considerable time and attention must be devoted to constructing ways of developing the achievement motive at the managerial level. Organizational climate must try to raise the achievement need level of subordinates by creating the proper work environment, increasing responsibility and autonomy and regarding excellence in performance.

1.1 BACKGROUND OF THE STUDY

Employee's problems arise because of the fact that, under the conditions of large-scale industry, people have to depend on other for every activity. They may have to accept jobs, which they do not like, they may have to work under unpleasant conditions, and they may have to accept wages, which are not enough for their average way of living. All these peculiarities, give rise too many problems connected with employees, whatever may be the system of economy and administration without solving these problems; productive efficiency will suffer in every country. So motivation plays a major role here.

1.2 REVIEW OF LITERATURE

Review of literature focuses on and is directed towards specific purposes. A researcher has to select the kind of literature to be reviewed and determined the purposes for which he has to study them. The literature review starts with the selection of the problem for research, continues through the various stage of the research process and ends with report writing.

Raychowdhery B.K. (1983), "Indian Management, vol.22, 1983, January, conducted a study relating difference in the opinion of male and female managers.

Another significant point that was observed during the course of study of the male managers approach was that, this was an absolute necessity for interaction between personal work orientation and organizational climate. This single factor sometimes make a significant contribution to the variance of motivational approach among the workers. On this point there was not much stress by the female managers. Both male and female managers agreed that apart from "self-establishment factor" and "family stability factor", money plays an important role. In their opinion, money is not every thing for the workers of the organizational sector.

Dr. Surya Kumar Srivastava (1985) conducted a study covering 100 employees of Hindustan Aeronautics Ltd., (HAL) Kanpur division, to examine the effect of various internal and external motivational factors on the employees level of job satisfaction.

The study shows that 70% employees were satisfied with their job because of reasons such as 'adequate remuneration', 'a high level of responsibility' associated with their jobs, healthy working conditions and a 'cordial working atmosphere' in the organization 78% of the employees were 'frustrated' with their job attributed to family problems. At the other extreme 80% of the employees were dissatisfied because of their formal relationship with the boss.)

Bhatt (1962), conducted three studies which showed that of the nine possible incentives, choice of work advancement and co-workers were ranked first, second and third respectively. Wages ranked fourth while the fifth place was a tie between benefits and conditions of work, and the supervision. The last three in order of priority were security, hours of work and holidays respectively. The results were starting obviously; these exploratory studies on the hierarchy of incentives have provided confusing results. Frequently wages and job securing are given the promises place while sometimes supervision and promotions are emphasized. The reason are obvious. The opinion of the workers depend upon the local factors existing in the company as well as the general condition in respect of the earning and other facilities prevalent there. On the grounds of these studies, it is not easy to finally ascertain a definite hierarchy of incentives for all workers.)

Dr. Rajagopalan D (1986) conducted a study on motivation is the key factor in human behavior. Now-a-days managements, by according more sanctions to various motivational schemes, have come to recognize the role of people in determining the success or failure of organizations. Every problem in the organization behavior has a human element; every



human behavior is basically motivational; and every motivational problem as something to do with the perceptions of the employees on these issues.

1.3 OBJECTIVE

1. To study the existing practices for motivating employees in TNPL.
2. To find out the employees satisfaction level towards the working environment.
3. To find out the satisfaction level of the employees towards the amenities and financial rewards provided by TNPL.
4. To identify the policies of the organization influencing employees for better performance.
5. To offer suggestions to the organization based on the finding of the study.

1.4 SCOPE OF THE STUDY

The study on the employee motivation is undertaken, it is considered as a main ingredient in every production process. The scope of the study is to analyze and evaluate the employee motivation in TamilNadu Newsprint and Papers Limited, and to find out how the employees were satisfied with such motivational factors and to give suggestions and recommendation to the management for future improvement.

1.5 METHODOLOGY

Direct discussion with staff were done to study the employees motivation in TNPL also 126 Employees were interviewed with regard to their opinions about those measures. The questions are grouped accordingly to give the necessary value for further analysis and finding out the level of satisfaction due to working environment, amenities, financial rewards and policies.

1.5.1 AREA OF THE STUDY

Area of the study is confined to Tamilnadu Newsprint and Papers Limited, Kagithapuram only.

1.5.2 PILOT STUDY

The researcher initially interviewed the concerned staff of TAMILNADU NEWSPRINT AND PAPERS LIMITED, Kagithapuram regarding the feasibility of the topic. Moreover the investigator also met all 126 staff of TNPL to collect the primary data regarding the welfare measures.

1.5.3 SAMPLING DESIGN

The size of the sample is 126 and census method is adopted to collect data. The research design of the study is descriptive in nature.

1.5.4 SOURCES OF DATA COLLECTION

Both the primary and secondary data were collected by the researcher for the study.

PRIMARY DATA

Primary data were collected through questionnaire. There are 40 questions. Out of them 10 questions related to personal information and 30 questions related to the opinion about employee's motivation. Moreover the researcher visited 126 employees of TNPL. Frank and full answers were received from the officials of TNPL, Kagithapuram.

SECONDARY DATA

Secondary data constitute referring books, journals and catalogues etc., supplied by TNPL.

1.5.5 TOOLS FOR DATA COLLECTION

Before interviewing the employees of TNPL the investigator has explained that the study is purely for academic purpose and the

information supplied will be kept confidential. The interviewer lasted for 10 minutes. Frank and full answers were received from the respondents.

1.5.6 TOOLS FOR ANALYSIS

The data has been collected from 126 employees. The employees were selected on the basis of staff alone. Statistical techniques like tabulation, bar diagram, pie chart and chi-square test are also used in this study.

1.6 LIMITATION OF THE STUDY

- i. The researcher had to face certain difficulties during the course of research.
- ii. There are many factors, which hindered the progress and the scope of the study. They were time, distance and finance. Since the factory is located about 15 kilometers away from karur, it was very difficult for the researcher to collect the primary data.
- iii. The researcher found difficult to meet the respondents personally to collect adequate information. This was time consuming.
- iv. This study covers only Tamilnadu Newsprint and Papers Limited, Kagithapuram.
- v. Therefore conclusion so arrived could not be projected and apply to all branches.

1.7 CHAPTER SCHEME

The reporter of the study has designed and presented below:

Chapter I – Introduction

Chapter II – Profile of TNPL

Chapter III – Macro-Micro economic analysis

Chapter IV – Data analysis and interpretation

Chapter V – Findings, suggestions and conclusions.

CHAPTER II

PROFILE OF THE COMPANY

2.1 HISTORY OF THE ORGANIZATION

2.1.1 ESTABLISHMENT

TAMIL NADU NEWSPRINT AND PAPERS LIMITED popularly known as TNPL is a Government of Tamil Nadu Enterprise, engaged in manufacturing of Newsprint for Newspapers and Printing and Writing. TNPL is an acknowledged Market Leader in Computer Paper stationary, Telephone Directories, Photo Coping Papers etc.,

It was established in 16th April 1979, promoted by the Government of TamilNadu, The late Chief Minister of TamilNadu Dr. M.G.R has inaugurated the TNPL in 1986. TNPL commenced its activities in 1982 commercial production in 1984 with rated capacity of 90,000 TPA at a project cost of Rs.239crores. TNPL expanded its operation at a project cost of Rs.585crores with rated capacity of 1,80,000 TPA in 1996 and further increased its capacity to 2,30,000 TPA at a cost of Rs.150crores during 2002-2003.

TNPL is the only paper mill in India assisted by World Bank. It is a first commercially successful Bagasse based Newsprint Plant in the World and World's largest Paper Mill in a single location assisted by the World Bank twice USD – 100 Million for the first project and USD – 75 Million for the first expansion in 1996. The expansion in 2002 was financed through internal generation. TNPL prides itself in being eco-friendly, as it uses bagasse as the main raw material instead of wood and hence it saves deforestation of 12ha of forest land per annum. TNPL is fully committed to the environment upholding human safety and well being. It has minimum impact based process technology, responsible waste management and reduce pollution load, making it one of the most environmentally compliant

Paper Mills in the country. TNPL's effluent treated water conforms to the norms of Pollution Control Board. The effluent treated water is used for irrigation in 1500 acres of land abutting the factory.

These lands were once arid are now with greenery with cultivation of sugarcane and other cash crops.

TNPL has also started the plantation programme viz., Farm Forestry and captive plantation.

The present Mill Development Plan (MDP) at a capital outlay of Rs.565crores has been launched for changing over from conventional bleaching to Elementary Chlorine Free bleaching and also enhancing the in-house pulp production with the state of art equipments. Orders have been placed for major machineries for Mill Development Plan and Project will be implemented by March/April, 2007.

TNPL made a foray into the export market in 1994 – 1995 by exporting 7168 Mts. of paper to Egypt, Jordan, Iran and Srilanka. During the year 2004 –2005 the exports were at an all time high of 41,264 Mts. by exporting more than 20 countries and are expected to go further in 2005 – 2006.

The company has achieved 14th time 'Zero Stock' of finished goods in the year 2004 – 2005.

2.1.2 LOCATION

TNPL is located at Kagithapuram in Karur District of TamilNadu about 400kms south west of Chennai. The location has advantages in terms of nearest to sugar mills selling bagasse, proximity to River Cauvery for supplying water, access to broad gauge track for transportation of coal and there is also a well-developed road infrastructure.

2.1.3 CAPITAL

The initial capital outlay was RS.239crores. For expansion 1995, the World Bank rendered direct loan assistance of US \$ 75 million. The

expansion's capital outlay was RS.585crores. It increased its production capacity in 2002-2003 with the capital cost of RS.15crores.

TNPL started with an initial capacity of 90,000tonnes per annum in 1986. The capacity was doubled to 1,80,000tonnes per annum in 1996. To enhance the productivity and utilize the resources optimally. TNPL has upgraded the paper in 2003 and enhanced capacity to 2,30,000tonnes per annum. Today, TNPL is the largest and most modern plant in India in a single location. The mill is specially designed for bagasse based paper manufacturing. It comprises the world finest equipment, advanced and sophisticated online process and a quality control system. It is supported by an ongoing, cutting edge research and development initiative in line with emerging global trends. The successful manufacturing of quality papers from bagasse is an indeed for the company's technological competence.

The company has two of the fastest new generation paper machine. The paper machine supplied by Beloit Walmsely has an installed capacity of 1,00,000tpa and as per machine supplied by Voith has an installed capacity of 1,30,000tpa as on date. Together they can produce 750tonnes of paper and newsprint a day. These machines can deliver a substance ranging from 40 to 90grammage.

The machine is equipped with a metered size press, which facilitates the production of value-added products. Both the paper machine are equipped with shoe press, latest state-of-art supplied by Voith, Germany. TNPL has a full-fledged finishing house for the mechanized conversion of reels into sheets to deliver a high quality of finished product. The installation of two of the world best known automated, online sheeting and packing machinery namely Bielomatik cutter with a cut –pack capacity of 50td, ECH-cutter with a cut pack capacity of 100td has elevated TNPL's paper conversion facility to international standards.

2.1.4 TAMIL NADU NEWSPRINT AND PAPERS LIMITED

2.1.4.1 THE COMPANY

TNPL was formed as a Public Limited Company under the provisions of the Companies Act 1956.

2.1.4.2 THE VISION

To be the Market Leader in the manufacture of world class eco-friendly paper by adoptive innovative technologies for suitable development.

2.1.4.3 THE MISSION

1. Attain leadership in paper Industry.
2. Promote the usage of Bagasse in newsprint and printing and writing paper.
3. Minimize environmental impact and become an environment friendly organization.

2.1.5 THE COMMITMENTS

2.1.5.1 ON QUALITY

TNPL committed to satisfy customers for the products they develop manufacture and supply with emphasis on,

1. Meeting customer requirements are competitive price.
2. Use of eco-friendly raw materials.
3. Enhance competency (skill of workmen from 48% to 53%)

2.1.5.2 ON ENVIRONMENT

Produce eco-friendly quality papers adopting innovative technologies provide a cleaner R&D efforts and continual process of improvements, coping with all relevant environmental legislation and regulation.

2.1.5.3 TNPL AT A GLANCE

1. Established in 1979
2. World Bank supported project
3. Primarily focused on manufacture of paper from Bagasse
4. India's largest integrated pulp & paper mill at a single location
5. Daily production 600 tones of Newsprint & paper
6. Annual production 1,80,000 tones of Newsprint & paper
7. Number of paper machines are 2
8. Annual Bagasse consumption is 8,00,000 tones
9. Number of sugar mills supplying Bagasse are 6
10. Yearly average sales turnover is US\$130 million
11. Company employees around 1800 peoples
12. Sales over 30,000 acres of forestland

ISO 9001 CERTIFICATION

The documentation completed in Nov. 97 and subsequently two internal audit was conducted by M/s TUV (I) Pvt. Ltd., who have been appointed by **TNPL** for certification conducted the pre-audit.

Body verifies whether the system implemented meets the ISO requirements and suggest possible areas to improvements corrective actions are taken on the observations made by TUV. After satisfying ourselves with the implementation of the system. TUV case called for the certification audit with the active copying operation of all employees. Now **TNPL** is in the list of ISO 9001 certified companies.

2.1.6 BAGASSE AS RAW MATERIAL

TNPL uses bagasse as the primary raw material. By using around 8,00,000Mts of bagasse per annum for production of newsprint and printing and writing paper. TNPL avoids deforestation of about 30,000 acres of land every year the wood used for manufacture of paper is sourced from social forestry schemes. The chemical consumption is less in bagasse pulping compared to wood. TNPL's treated effluent water completely complies with the norms of the pollution control board. The treated effluent water is used to irrigate 1500 acres of land abutting the factory.

The company procured wood from Tamil Nadu Forest Plantation Corporation (TAF CORN). TNPL has entered into a tie-up with five sugar mills to produce bagasse on substitution basis. Sugar mills normally use most of the bagasse internally as fuel for generation of process of steam. Under the agreement the TNPL has installed its own coal, lignite fired boilers at the premises of sugar mills as also suitable fuel and handling system and other auxiliaries. The company operates the offsite boilers by supplying coal / lignite and by employing its own operating personnel. The sugar mills release bagasse to the company at an agreed ratio based on the steam supplied by the company's offsite boilers. The company also tied up with five more sugar mills to produce bagasse on fuel exchange basis.

2.1.7 EMPLOYEE STRENGTH IN TNPL:

OFFICERS	491
STAFF	195
CHARGEMEN	161
WORKMEN	<u>887</u>
	<u>1734</u>

*Including Corporate Office and Branch Officers

2.1.8 PAPER MILLS IN TAMIL NADU

- Tamil Nadu Newsprint and Paper Ltd.
- Seshayee Paper Mills Erode.

2.1.8.1 PAPER MILLS IN INDIA

- J.K. Bond Paper Mills
- Orient Paper Mills
- Hindustan Paper Corporation and Newsprint Ltd
- Andhra Pradesh Paper Mills
- Mysore Paper Mills

TNPL has got a main plant at Kagithapuram and five off sites

1. Aappakudal
2. Pettaivaithalai
3. Mohanur
4. Kurugulam
5. Pugalur

2.2 MANAGEMENT

ADMINISTRATION

BOARD OF DIRECTORS

Thiru Shaktikanta Das, I.A.S	Chairman
Thiru S. Ramasundaram, I.A.S. (Held additional charge as Chairman and Managing Director from 8.8.05 to 17.5.06)	
Thiru V. Murthy, I.A.S.	Managing Director
Thiru K. Gnanadesikan, I.A.S.	Director
Thiru Sandeep Saxena, I.A.S.	Director
Thiru R.S. Agarwal	Director
Thiru R.R. Bhandari	Director
Thiru N. Kumaravelu	Director
Thiru V.R. Mehta	Director
Thiru V. Narayanan	Director
Thiru G. Prabhakara	Director
Thiru A. Velliangiri	Director
	Director (Finance)

Registered Office:

67, Mount Road

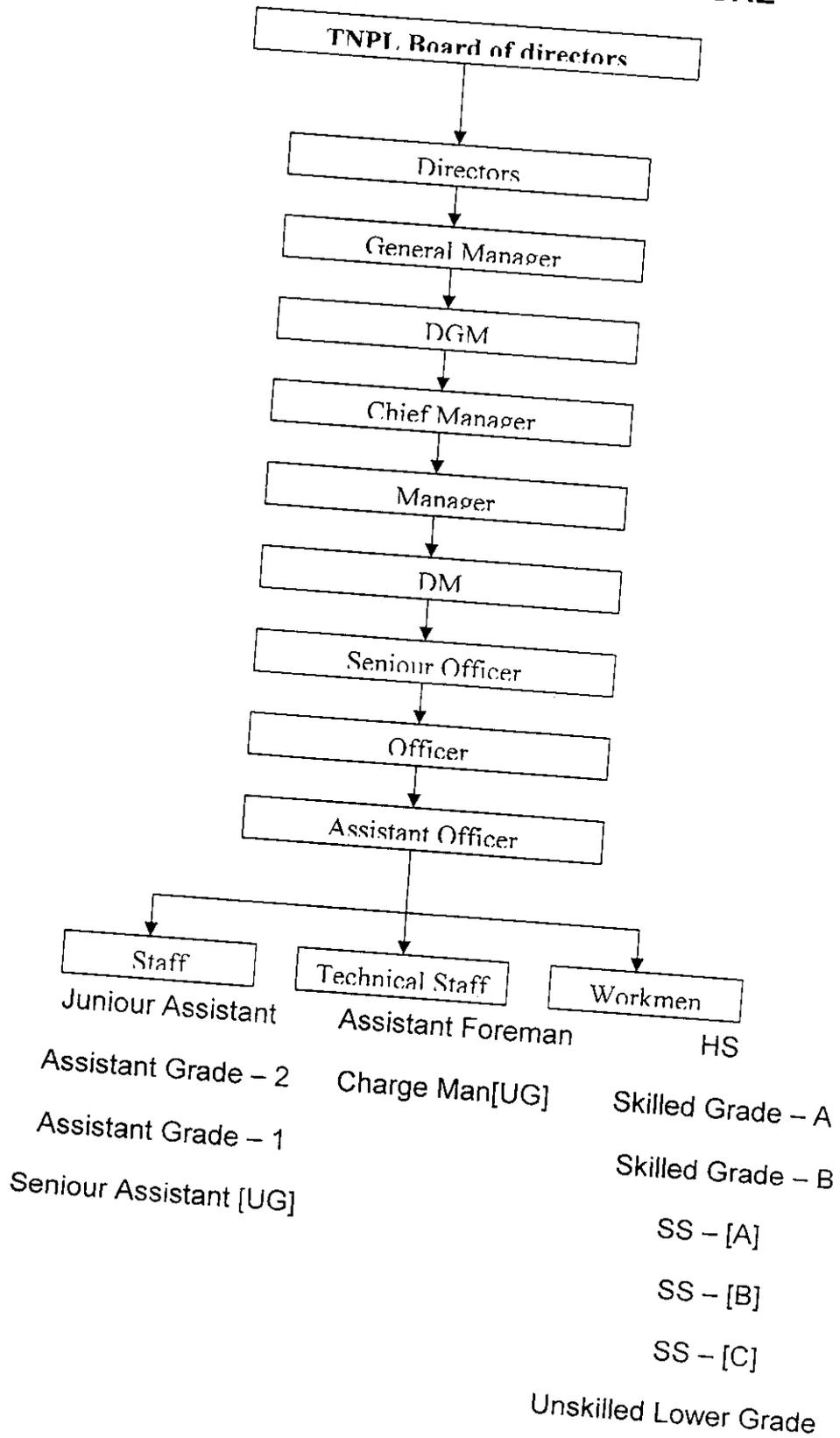
Guindy – 600 032

Factory:

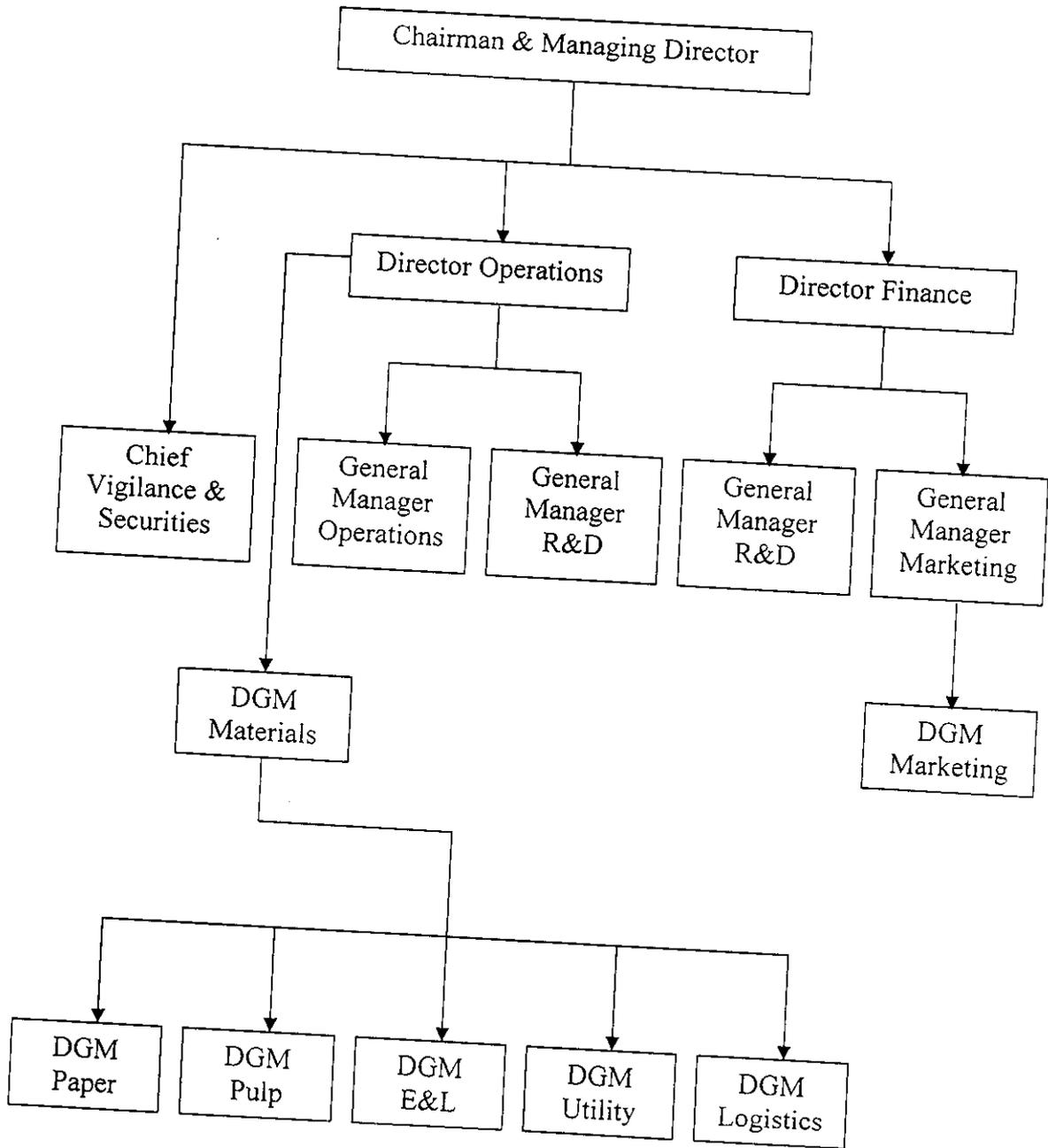
Kagithapuram-639 136

Karur District, Tamilnadu.

2.3 ORGANISATIONAL STRUCTURE



2.3.1 ORGANISATIONAL CHART



2.4 PRODUCTS PROFILE AND MARKET POTENTIAL

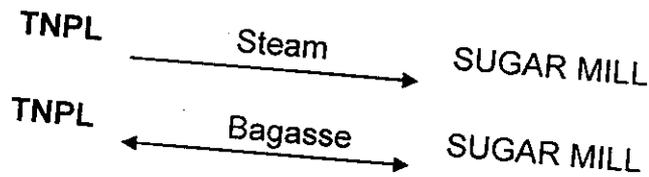
- ✓ The Papermaking Process
 - Historical development.
 - Improvements in materials and processes
 - Introduction of machinery
- ✓ Fibre sources
 - Wood
 - Rags
 - Waste paper and paperboard
 - Natural fibres other than wood
 - Synthetic fibres
- ✓ Processes for preparing pulp
 - Mechanical or ground wood pulp
 - Chemical wood pulp.
 - Semi chemical pulp
 - Bleaching and washing
- ✓ Manufacture of paper and paperboard
 - Preparation of stock
 - Formation of paper sheets by machines
 - Finishing and converting

2.4.1 PAPER PROPERTIES AND USES

- ✓ Substance and quantity measurement
- ✓ Strength and durability
- ✓ Optical properties

- ✓ Paper grades
 - Bond paper
 - Book paper
 - Bristol
 - Ground wood and Newsprint papers
 - Kraft wrapping
 - Paperboards
 - Sanitary papers

2.4.2 PROCESS



TNPL has an ongoing agreement with Tamilnadu Forest Plantation Corporation [TAF CORN].

For sustained supply of 80,000 tones per annum Eucalyptus hybrid wood. The company has also procured Eucalyptus hybrid censing wood from the open market.

The imported wood pulp is procured from foreign countries. The countries supplying improved wood pulp are Sweden, Norway, Canada, New Zealand, Indonesia and Pineland. Besides the company is also procuring wood pulp from Indian suppliers like J.K. Corporation.

For the first time **TNPL** has started exporting the paper in 1994 – 1995. **TNPL** export paper to Srilanka, Philippines, Australia, Egypt, Jordan, Kenya, and Nigeria. Now **TNPL** has improved on its exports in existing market of Srilanka and Dubai and has acquired new markets in the other countries.

TNPL has a separate ambulance and fire origin station for the safety measure.

The company's employee as of May 30th 2003 is 1802 comprising of 475 officers including senior executives, 348 staff & 919 workmen.

2.4.2.1 HISTORICAL DEVELOPMENT

Papermaking can be traced to about AD 105, when Ts'aiLun, an official attached to the Imperial court of china, created a sheet of paper using mulberry and other fibres along with old rags, and hemp waste. In its slow traced westward, the art of papermaking reached Samarqand, in central Asia, in 751 and in 793 the 1st paper was made in Baghdad during the time of Harun ar-Rashid, with the golden age of Islamic culture that brought papermaking to the frontiers of Europe. By the 14th century a number of paper mills existed in Europe, particularly in Spain, Italy, France and Germany. The invention of printing in the 1450s brought a vastly increased demand for paper. Through the 18th century the papermaking process remained essentially unchanged, with linen and cotton rags furnishing the basic raw materials paper milk was increasingly plagued by shortages, in the 18th century they even advertised and solicited publicity for rags.

2.4.2.2 IMPROVEMENTS IN MATERIALS AND PROCESSES:

In 1800 a book was published that launched development of practical methods for manufacturing paper from wood pulp and other vegetable pulps. Several major pulping processes were gradually developed that relieved the paper industry of dependency upon cotton and linen rags and made modern large-scale production possible. These developments followed two distinct pathways. In one, fibres and fibre fragments were separated from the wood structure by mechanical means and in the other, the wood was exposed to chemical solution that dissolved and removed lignin and other wood components, leaving

cellulose fibre behind. Made by mechanical methods, ground wood pulp contains all the components of wood and this is not suitable for papers in which high. Whiteness and permanence are required ground wood pulp was first made in Germany in 1840, but the process did not come in to expensive use until about 1890, soda pulp was first manufactured from wood in 1852 in England, and in 1867 a patent was issued in the United states for the sulfite pulping process.

A sheet of paper composed only of cellulose fibre ("waterleaf") is water absorbent. Hence, water-based inks and other aqueous liquids will penetrate and spread in it. Impregnation of the paper with various substances that retrace such wetting and penetration called sizing. Before 1800, paper sheets were sized by impregnation with animal glue or vegetable gums an expensive and tedious process. In 1800 Moritz Friedrich Illig in Germany discovered that paper could be sized involves with rosin and alum. Although Illig published his discovery in 1807, the method did not come into wide use for about 25 years.

2.4.2.3 PAPERMAKING

Formation of a matted or felted sheet, usually of cellulose fibres, from water suspension on a wire screen. Paper is the basic material used for written communication and the dissemination of information. In addition, paper and paperboard provide materials for hundreds of other uses, such as wrapping, packaging, toweling, insulating and photography.

The word paper is derived from the name of the reedy plant papyrus, which grows abundantly along the Nile River in Egypt. In ancient times, the fibrous layers within the stem of this plant were removed, placed side by side and crossed at right angles with another set of layers similarly arranged. The sheet so formed was dampened and pressed. Upon drying, the glue-like sap of the plant, acting as an adhesive, cemented the layers together. Complete defibring, an indispensable

element in modern papermaking, did not occur in the preparation of papyrus sheets.

THE STORY OF PAPER

The origin of paper dates back to the early Egyptian civilization. The Egyptians used stalks of the papyrus plant to manufacture material resembling paper.

Over the centuries several changes have been made and many new materials used in the paper making process, but the base of most papers is still fibre from plants.

MODERN DAY PAPER

Today the finest of paper are produced all over the world. But one dismaying fact is that millions of trees are felled every day to make paper. Through trees are also being planted on one side, you may well imagine the disastrous effect this have on our beautiful ecosystem.

PAPER OF A DIFFERENT KIND

The paper used in this book doesn't come from chopping down trees. It is mainly from a renewable new material bagasse, namely sugarcane waste and the technology that is harnessed to make this paper is absolutely world class. Thus paving the way form an eco-friendly product. The basis of sustainable development.

FIRST PAPER MILL IN THE WORLD

The first paper mill was started in China and then in Baghdad. After 40 years a paper mill was started at harmful in France. Then the art of papermaking entered into England, Switzerland and nether lands. In 1800 a book was published describing paper. From wood pulp and vegetable pulp.

PERSPECTIVE OF PAPER INDUSTRY IN INDIA

The earliest efforts in mechanizing the paper industry in India could be traced to the beginning of 19 century. When the Baptist missionary, William Carey started a paper mill 1812 the first four drainer type of machine was introduced. Despite of all efforts the venture unfortunately could not survive because of lack of demand for paper and a path on the part of government. In 1867, the four drainer machine was transferred to the royal paper mills at Belly near Calcutta.

The upper Indian copier paper mill, the third in the sires of modern mills, was stated in Lucknow in 1879 and the oldest among the existing mills. This mill went in to production in 1882, in 1880, the government promised preferential treatment to indigenous production. This led to the foundation of Titaghar paper mills in 1882 and many more mills after that in various periods. Meantime in 1895 in Indian paper makers association was established and it rendered proud service to paper industry since these tentative beginning have not been insignificant and it marked by several landmarks in the growth process.

To begin with paper production was mainly based on imported pulp supplemented by sundry raw materials such as Sabaigrass, Hemp Rags and Jute waste etc, with the technology development bamboo – based production of paper came up. Keeping pace with the country's industrialization in diverse fields the paper industry came up with the development of packaging and industrial grades of papers including boards and tissues. The growth and development of the organized paper industry in Indian can be broadly divided in the three phases. 1870 world war, 1939 to around 1950 and 1957 present day.

Paper industry is a highly power intensive industry. The need for energy conservation is a global one but it should be greater concern in Indian with its economy of scarcities. Paper mills cost also resort to

significantly greater use waste organic materials for providing energy. A very large quantity of water is used in the manufacture of pulp and paper. Everything possible must be done by our technologists to achieve, better water management. The consumption of chemicals in the Indian paper industry also leaves room for substantial improvement.

A problem starting the paper industry in its face is with regard to the availability and cost of finance for meeting the requirements of technological updating. It is a world-wide practice in paper industry to re-built continuously and modified the paper making equipment with a view to improving both the production and quality of paper. As against this, in India obsolescence of plant and machinery is a great problem without rebuilding and modernization, it will not be possible to achieved economics in input consumption nor it will be possible to avoid future scarcities of paper mindful of the increase in the capacity.

RISING IMPORTS RESULTED IN

- ❖ Huge losses even for established manufacturing
- ❖ Low capacity utilization of domestic manufacturing
- ❖ Deferral of modernization / expansion due to scarcity of resources.

The paper industry in India is one of the oldest and continues to meet major part of domestic demand of the old staked against it.

2.4.2.4 MARKET POTENTIAL

TNPL have internal and external market for its products. For internal market, they mainly concentrate South and North region. Their export market includes countries like Australia, Egypt, Jordan, Kenya and Nigeria.

The demand for printing and writing paper was stable in the domestic market during the year. One price increase of Rs.1000/- per MT

was effected from 1.4.2003 however, the prices in the international market softened since July 2003 till February 2004 in the meantime, softwood and hardwood pulp prices started hardening due to improved demand and lower inventory. Consequently the printing and writing paper prices started firming up from February/March 2004. This trend is likely to continue throughout the year.

During the year the Government of India has reduced exports incentives for newsprint and writing paper from 4% to 3% and increased the incentive for cut size papers and sheets to 9% with effect from 14th September 2004. TNPL Company has exported 41264Mts of Printing and Writing paper during the year to 25 countries.

2.5 FUTURE PLAN OF ACTION

Justice Swami Committee appointed by the Hon'ble high court of madras has recommended that TNPL should change over to elementary chlorine free bleaching sequence in the pulp line before the year 2010. This modification requires a complete change in the bleaching sequence in the existing pulp mills. Currently the company is a facing pulp shortage of 100 tons per day. The shortage is met through market pulp, which is costlier. Therefore along with the change over of bleaching sequence, the pulp mill production capacity also has to be augmented. TNPL engaged the services of M/s. AMEC, Canada for preparing the detailed market survey (DMS) for the expansion plan. The consultant, after detailed studies have submitted the reports. The reports and the various alternatives were examined and a MDP focusing a pulp mill was drawn up with the following goals at a capacity outlay of Rs.565crores:

To become environmentally benign by implementing Elemental Chlorine Free (ECF) bleaching sequence in the in-house pulping lines.

To increase in-house pulp production capacity from 530tpd to 8000tpd and thereby reduce the dependence on purchased pulp and market the surplus pulp around 120tpd.

TNPL has taken up the implementation of the MDP. LOIs has been issued for major equipments. The project will be completed by the November 2006. With the implementation of the MDP, the entire pulp requirements will be met internally. Surplus pulp around 120tpd will be sold in the market generating revenue. The implementation of the MDP would help the company to reduce variable cost of production and achieve improvement in the quality of paper. The MDP will also minimize the water consumption in the pulp mill. TNPL is also taking steps to increase the automatic cut pack line from 150tpd to 350tpd by installing a new 200tpd cut pack line. The new line will become operational by March 2006. This will enable the company to increase the copier to increase the copier production and improve its market share in the copier segment further.

2.5.1 OPPORTUNITIES AND CHALLENGES

With the closer integration of the Indian company with the global economy, the performance of the Indian paper industry is getting increasingly linked to the trends in international paper prices, demand and supply. It is therefore necessary the mills produce newsprint and printing and writing paper on a globally competitive basis. In practice the Indian paper industry continues to be plagued by the lack of "level playing field" in every activity. The major issues confronting the Indian paper industry are: wide diverse structure of the industry, low economies of scale, obsolete technology, low capacity utilization, high cost of raw materials, inadequate good quality fiber, environmental concerns, high capital cost and emerging global competition.

India with 16% of the world population, consumes only 1.2% of the global paper and board output. The per capital consumption of 5.5kg is far below the global average of 54kg. An average growth rate of 5-6% in demand for the next five years is anticipated. The capacity additions during 2005-06 are estimated to be less than 1.00lakhs Mts. With the increase in exports and increase in consumption in the domestic market,

the additional production can be absorbed without difficulties. The outlook for printing & writing paper is good. Newsprint demand in the developed markets is expected to be flat. The newsprint price may be stable in the range of USD 620-650 per MT during the year.

TNPL will continue its focus on printing and writing paper. TNPL will strive to increase the exports to 45,000Mts during 2005-06. In tune with the market trend; TNPL has increased the newsprint prices by rs.1000 per Mt with prices by Rs.1000-1600 per Mt in the domestic market and USD 30 Per Mt in the export market effective from 01.04.2005.

2.5.2 AWARDS AND ACCOLADES

- ✓ TNPL has obtained ISO 9001 certification from TUV-CERT international certification body for development manufacture and supply of Newsprint and Printing and Writing paper.
- ✓ TNPL has achieved "ZERO STOCK" of finished goods on every year. This is the 14th year in which TNPL has achieved this destination.
- ✓ TNPL has been awarded the prestigious ISO 14001 certification by RWTUV, Germany in February 2002 for successfully establishing and applying the Environment management systems for development, manufacture and supply of paper.
- ✓ Indian Paper Manufactures Association (IPMA) has awarded the prestigious "Paper Mill of the year 2001-2002 award" TNPL for its overall performance in the year.
- ✓ TNPL has bagged the CAPEXIL Award for the sixth successive year for its outstanding performance during 2004-2005.

2.6 DESCRIPTION OF VARIOUS FUNCTIONAL AREAS

2.6.1 HUMAN RESOURCE DEVELOPMENT

TNPL continues its HR efforts of providing developmental inputs to the employees through structured training programmes to develop their

knowledge, skills and attitudes in compliance with ISO 9001:2000 Standards. "On the job" training was imparted to 123 employees on the areas like Distributed Control System (DCS), Refining, Fabric, Dry end controls, Winding Techniques and Packing by engaging our Internal Trainers.

In additions to the above, the company has sponsored its employees to external training programmes organized by renowned institutions on the topics like, business leadership skills, value added tax, service tax, system audit, inventory and stores management.

2.6.2 FINANCIAL REVIEW

The sale during the year 2005 was Rs.671.28crores against Rs.583.60crores in the previous year. The increase was mainly due to the increase in sales by 24110 Mt and increase in sales realization by Rs.2675 Mt in Newsprint and by Rs.775 Mt in Printing and Writing Paper.

The cost of production during the year was high mainly due to the increase in cost of coal and higher usage of purchased pulp due to bagasse shortage. The financial statement has been prepared in accordance with the requirements of Companies Act 1956 and the prescribed Accounting Standards.

2.6.3 MARKETING MANAGEMENT

The market for Newsprint and Printing & Writing Paper is intensely competitive. As newsprint price is highly cyclical and uneconomical, the company has reduced the newsprint production to 4% of the total production. TNPL is gradually reducing its dependence on Cream wove and increasing the production of Value Added Products. The branded copier production has been increased from 19311Mts in 2003-04 to 28141Mts in 2004-05. TNPL is a consistent player in exports with around 20% of total production exported to 21 countries around the world. The

exports during the year have increased by 37% in quantitative terms and 47% in value terms over the previous year.

2.6.4 TOTAL QUALITY MANAGEMENT (TQM)

Creativity and lateral thinking offer scope for improving productivity. Some of the TQM projects implemented earlier have resulted in cost savings, quality improvement and simplification of work methods. Two new projects namely optimization of bio-methanation plant performance to improve the biogas generation and utilize the excess gas in the power boiler in replacement of fossil fuel and removal of Chlorides from the Static Precipitator ash in the Recovery boilers are expected to generate good savings.

*MACRO - MICRO
ECONOMIC ANALYSIS*

CHAPTER III

MACRO-MICRO ECONOMIC ANALYSIS

The Indian Paper Industry ranks 15th among the global producers. The Indian Paper Industry is highly fragmented with over 600 units with capacity ranging from 3tpd to 700tpd. Total installed capacity is 6.70 Million tons. The production is around 5.52 Million tons. The top 12 players with a capacity of over 100000 Mts per annum account for a production of 2 Million tons, equivalent to 36% of total production. The industry turnover is estimated as Rs.15000 Crores. The contribution to the exchequer is Rs.2500 Crores. The per capita consumption is 5.5 kg against the Asian Average of 45 kg and the World average of 54kg. The demand growth in the last 3 years is 5.47%.

With the economic growth and the increase in the literacy rate, the per capita consumption is likely to reach 8 kg by the year 2010. Due to entry barriers (raw material shortages, high capital cost and strict environment regulations) no Green Field Project is in the offing. The "A" grade mills are upgrading their production capacity with cleaner technology. The "B" Grade Mills with de-linking pulping facilities are emerging as competitors to "A" Grade mills in certain segments. As the Paper Industry is highly capital intensive and capital turn over ratio is very low, the industry requires proper nurture, care and support from the Government.

With the liberalization process initiated in the year 1991, the Indian Paper Industry is open to the competition from the global players. Imports are freely allowed. In the Union Budget 2005-06, the import duty on paper has been lowered to 15%. The import duty on Newsprint is retained at 5%. Total imports during 2004-05 was 9 lakh Mts. This includes Newsprint of 7.5 lakh Mts. The IPMA member mills have exported 2.30 lakh Mts during 2004-05.

The Printing and Writing paper production was at an all time high at 188533Mts. The Newsprint production was 7708Mts. The overall Capacity Utilization was 85.47% despite stoppage of paper machines for 58 machine days due to water shortage. Sales and other income peaked at an all-time high of Rs.698.45Crores in the previous year. The sales also include export of power to the state grid valuing at Rs.29.27Crores. TNPL has achieved zero stock of Newsprint and Printing and Writing paper at the end of the year. Exports were at an all time high, at 41264Mts compared to 30098Mts in the previous year. The exports are expected to go up further in the current year. The Net worth has increased to Rs.464.74Crores. The book value per share works out to Rs.66.74.

*DATA ANALYSIS AND
INTERPRETATION*

CHAPTER IV
DATA ANALYSIS AND INTERPRETATION
4.1 DEMOGRAPHIC FACTOR

TABLE - 1
DISTRIBUTION OF RESPONDENTS BY THEIR AGE

Age	No. of Respondents	Percentage
21-30 years	6	4.8
31-40 years	54	42.8
41-50 years	45	35.7
51 & Above	21	16.7
Total	126	100

Source: Primary Data.

Tools : % Analysis.

INFERENCE:

From the table 1 it is clear that 42.8% respondents are between 31-40 years, 35.7% respondents are between 41-50 years, 16.7% respondents are between 51 years & above and 4.8% respondents are between 21-30 years

CHART - 1

DISTRIBUTION OF RESPONDENTS BY THEIR AGE

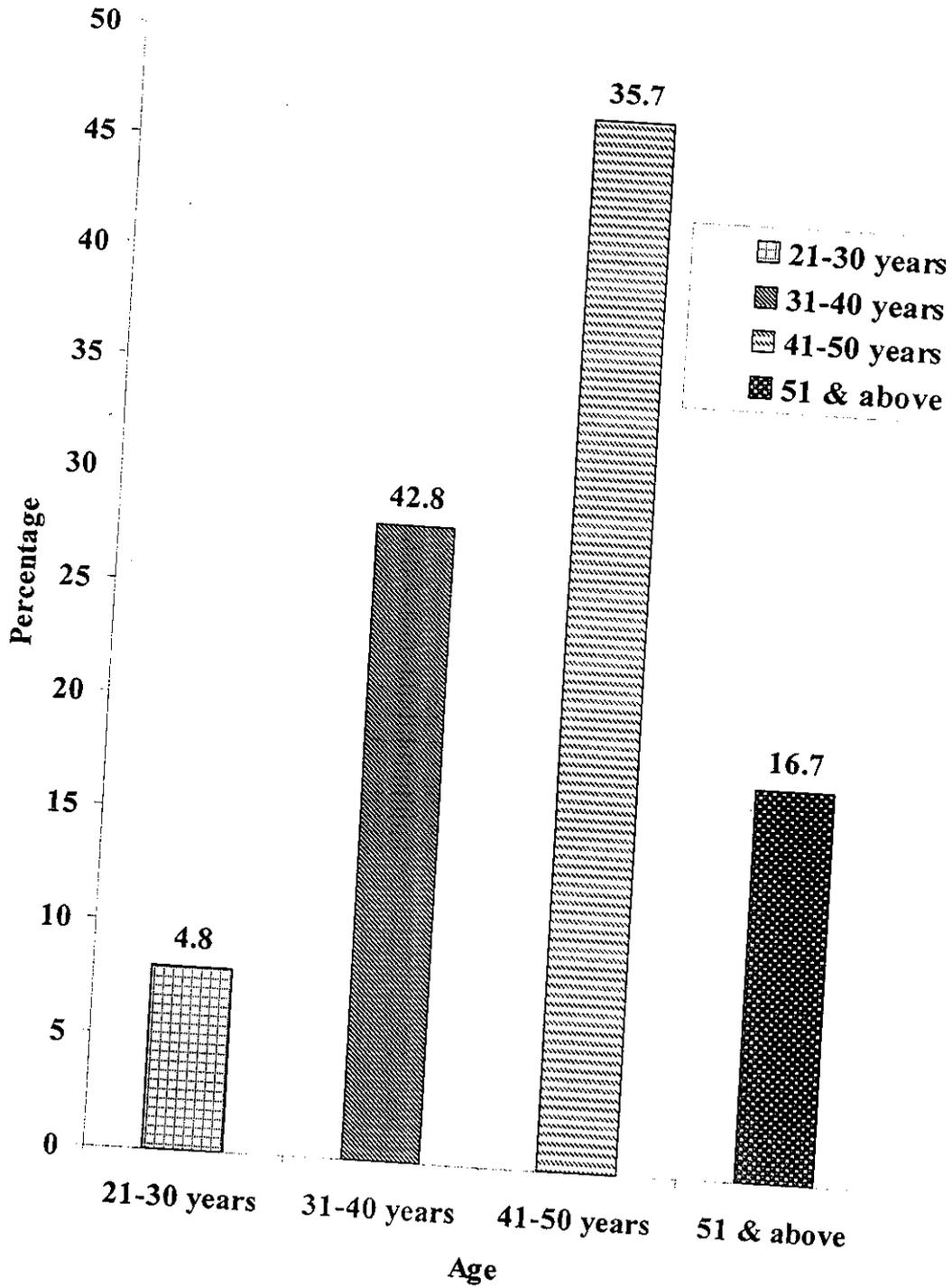


TABLE - 2
DISTRIBUTION OF RESPONDENTS BY THEIR GENDER

Gender	No. of Respondents	Percentage
Male	99	78.6
Female	27	21.4
Total	126	100

INFERENCE:

From the table 2 it is clear that 78.6% of the respondents are male and 21.4% of the respondents are female.

CHART - 2

DISTRIBUTION OF RESPONDENTS BY THEIR GENDER

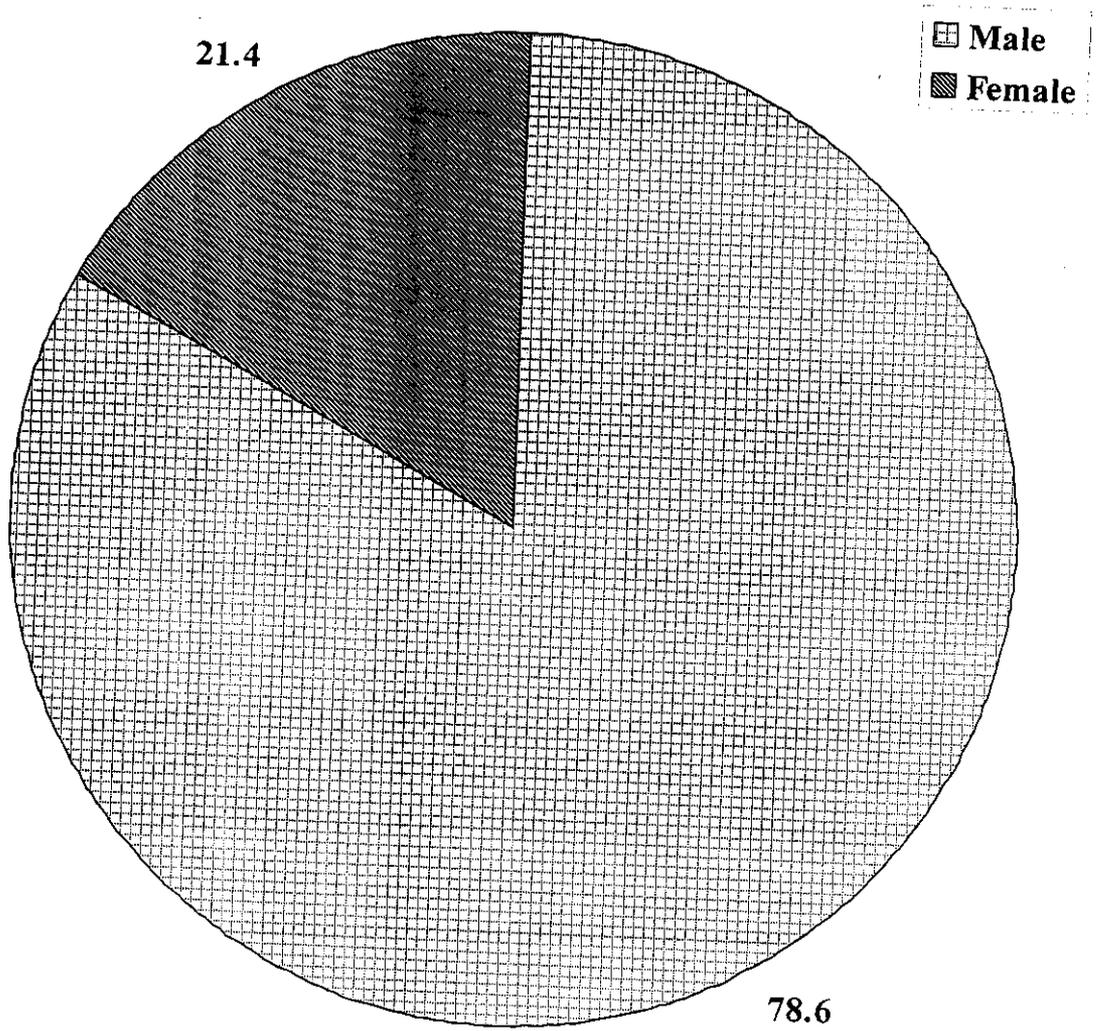


TABLE - 3
DISTRIBUTION OF RESPONDENTS BY THEIR MARITAL STATUS

Marital Status	No. of Respondents	Percentage
Married	120	95.2
Unmarried	6	4.8
Total	75	100

INFERENCE:

From the table 3 it is clear that 95.2% of the respondents are married and 4.8% of the respondents are unmarried.

CHART - 3

DISTRIBUTION OF RESPONDENTS BY THEIR MARITAL STATUS

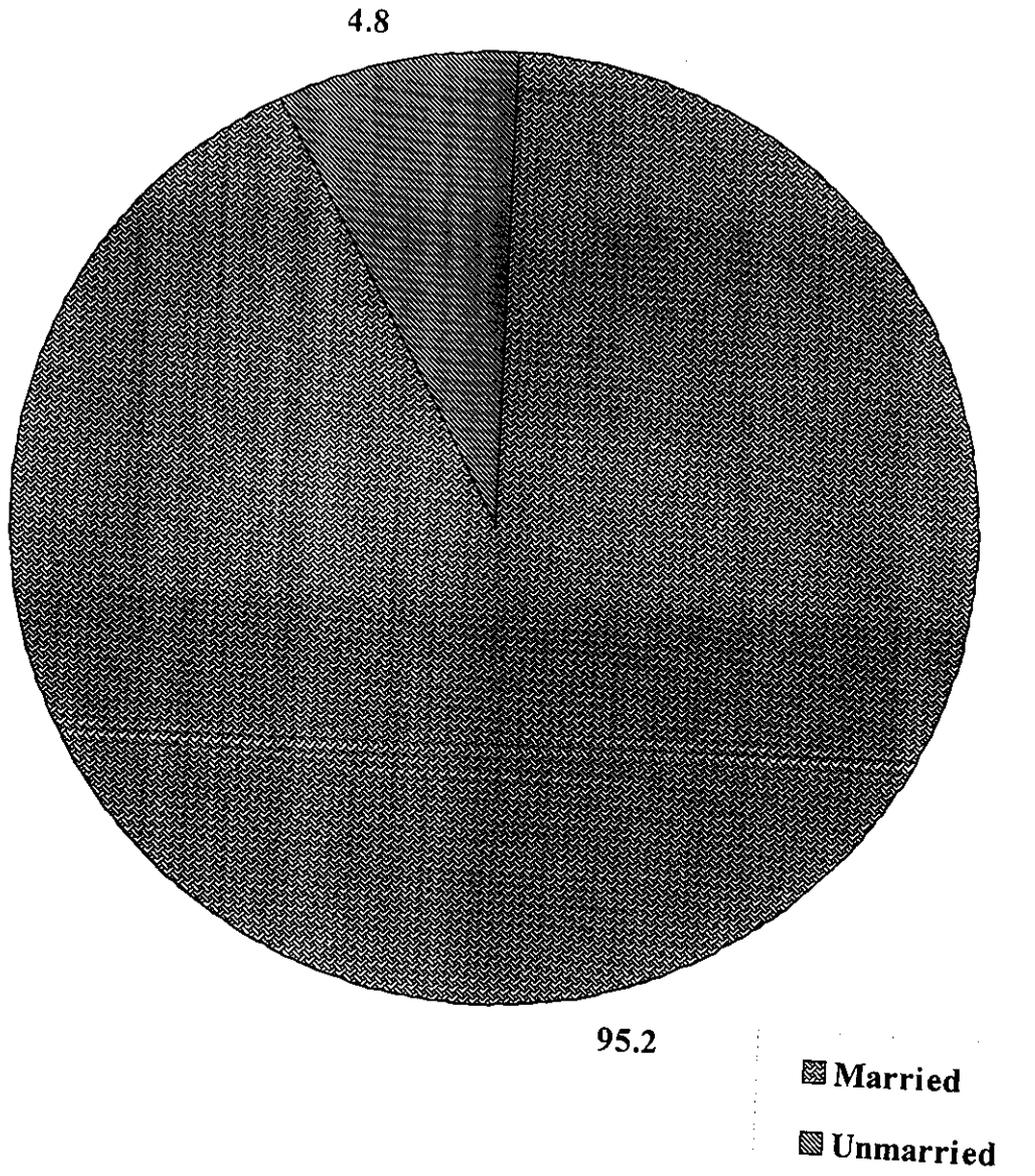


TABLE - 4
DISTRIBUTION OF RESPONDENTS BY THEIR EDUCATIONAL QUALIFICATION

Educational Qualification	No. of Respondents	Percentage
HSC	3	2.4
Graduate	60	47.6
Post Graduate	57	45.2
Diploma	6	4.8
Total	126	100

INFERENCE:

From the table 4 it is clear that 47.6% of the respondents are Graduate, 45.2% of the respondents are Post Graduate, 4.8% of the respondents are diploma holders and 2.4% of the respondents are HSC.

CHART - 4

DISTRIBUTION OF RESPONDENTS BY THEIR EDUCATIONAL QUALIFICATION

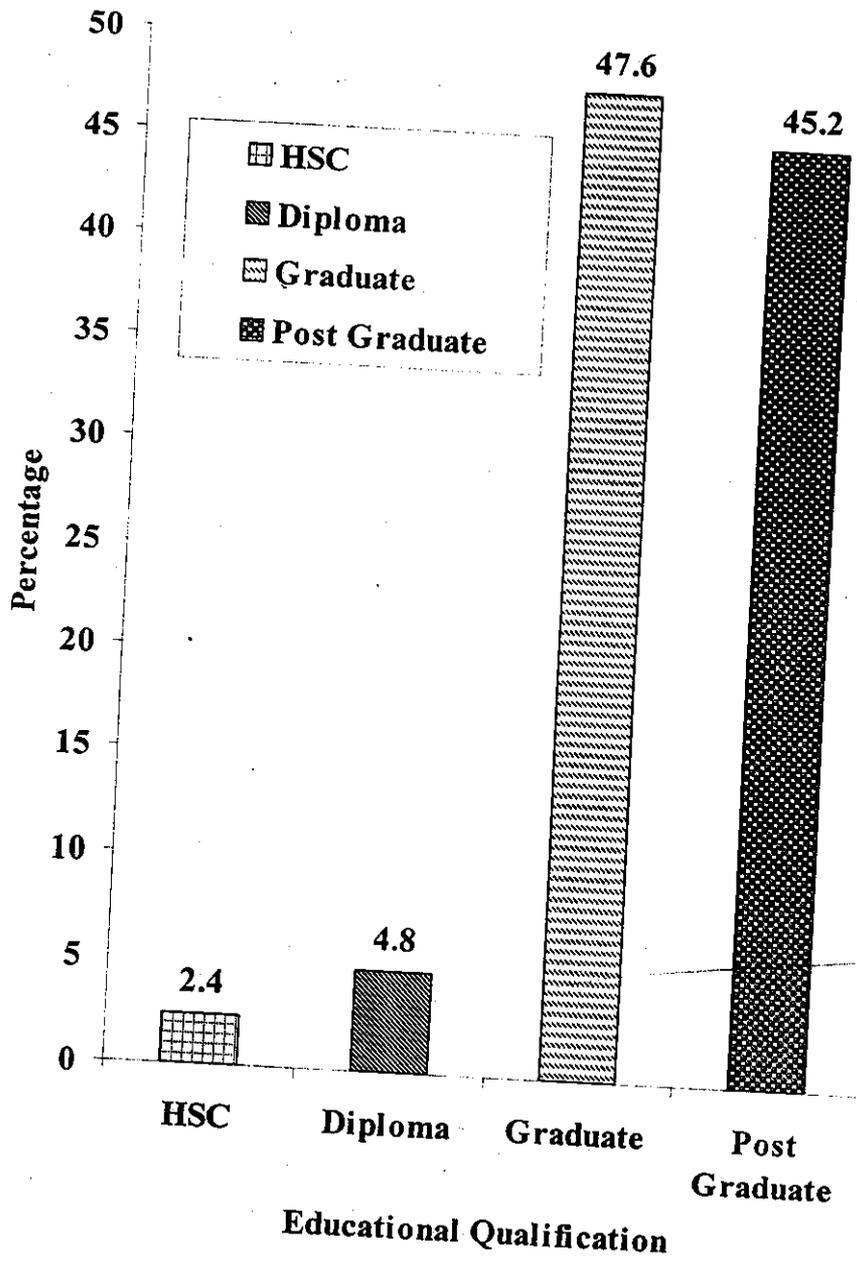


TABLE - 5
DISTRIBUTION OF RESPONDENTS BY THEIR EXPERIENCE

Experience	No. of Respondents	Percentage
6- 10 years	33	26.2
11-15 years	36	28.6
16 years & above	57	45.2
Total	126	100

INFERENCE:

From the table 5 it is clear that 45.2% of the respondents are having experience between 16 years and above, 28.6% of the respondents are having experience 10-15 years and 26.2% of the respondents are having experience between 6-10 years.

CHART - 5

DISTRIBUTION OF RESPONDENTS BY THEIR EXPERIENCE

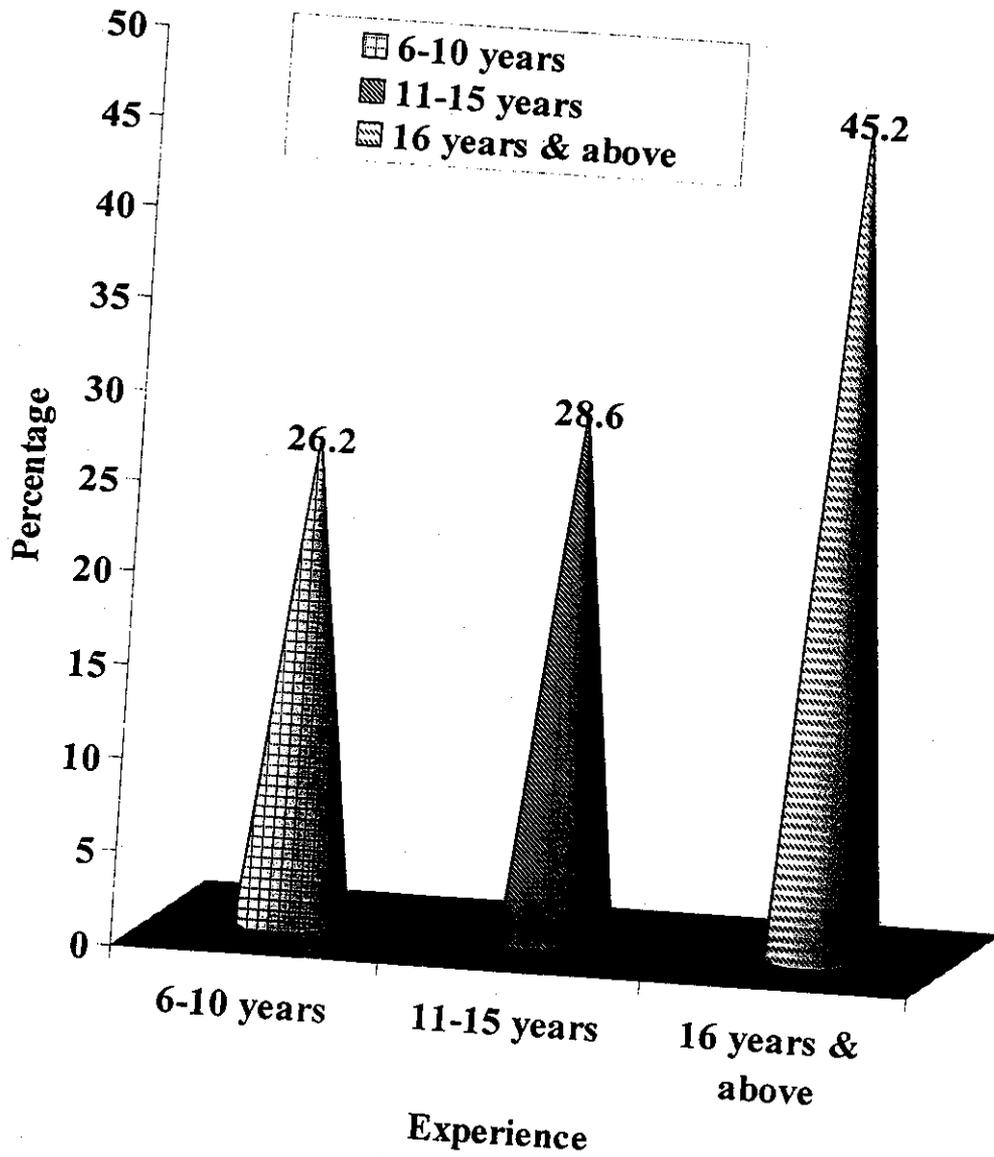


TABLE - 6
DISTRIBUTION OF EMPLOYEES BY THEIR MONTHLY INCOME

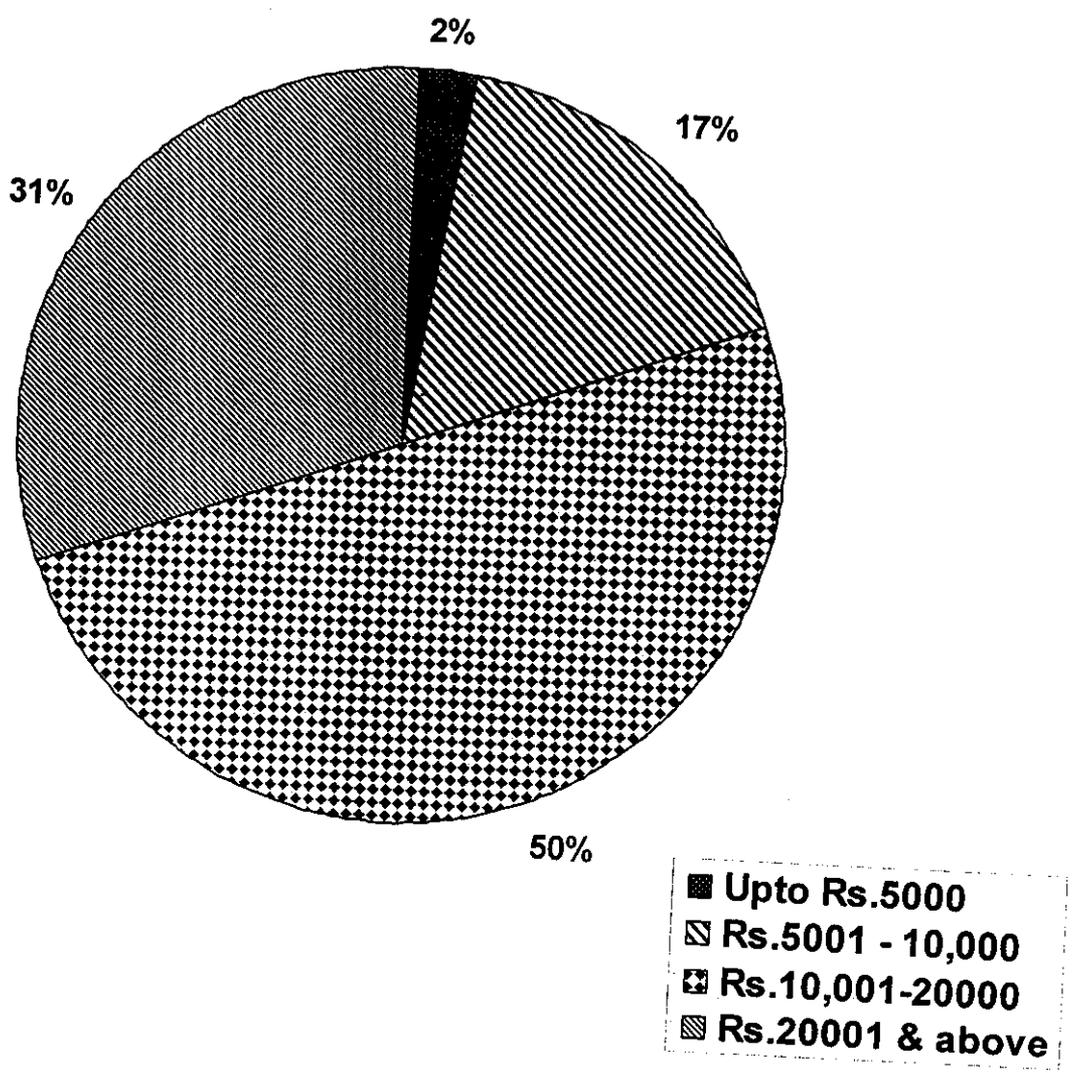
Monthly Income	No. of Respondents	Percentage
Up to Rs.5000	3	2.3
Rs.5001 – 10,000	21	16.7
Rs.10, 001 – 20,000	63	50.0
Rs.20,001 & above	39	31.0
Total	126	100

INFERENCE:

From table 6, 50% of the respondents earn Rs.10,001-20,000, 31% of the respondents earn Rs.20,001 & above, 16.7% of the respondents earn Rs.5001-10000 and 2.4% of the respondents earn up to Rs.5000.

CHART-6

LEVEL OF SATISFACTION WITH THEIR LEAVE



4.2 WEIGHTED AVERAGE METHOD

TABLE - 7

To identify the satisfying level of environment

Q. No	Indicators	Weighted Average Value	Ranking
14	Organization environment	2.05	III
20	Colleagues co-operate with me	1.93	VII
25	On duty facilities "who wish to donate blood"	1.88	IX
26	Personal accomplishment	2.05	III
28	New technology	1.90	VIII
31	Safety tools	2.00	V
32	Relationship with supervisor	1.98	VI
33	Relationship with subordinates	1.86	X
34	Better ventilation	1.81	XI
35	Lighting facilities	1.67	XII
37	Sharing of information	2.40	I
39	Opportunity to interact	2.24	II

INFERENCE:

From the above analysis it is clear that the employees are satisfied and have given higher importance for sharing of information, opportunity to interact & organization environment.



TABLE – 8

Weighted Average Method- To find out satisfaction level of employees amenities provided by the organization

Q. No	Indicators	Weighted Average Value	Ranking
17	Medical allowances	1.95	V
18	Children education allowances	2.29	I
19	Housing facility	2.12	III
22	Welfare facilities	1.93	VI
24	Housing loan facility	2.05	IV
30	Travelling allowances	2.29	I

INFERENCE:

From the above analysis it is clear that the employees are satisfied and have given higher importance for children education allowances, travelling allowances & housing facility.

TABLE – 9

Weighted Average Method- To find out satisfaction level of employees financial rewards provided by the organization

Q. No	Indicators	Weighted Average Value	Ranking
11	Pay and allowances	2.02	III
12	Incentives schemes	2.29	I
21	Compensation policy	2.07	II

INFERENCE:

From the above analysis it is clear that the employees are satisfied and have given higher importance for financial factors like incentives schemes, compensation policy & pay and allowance

TABLE – 10

Weighted Average Method- To identify the best policies

Q. No	Indicators	Weighted Average Value	Ranking
13	Training opportunity	1.93	VI
15	Promotion policy	2.88	I
16	Appreciated/recognized	2.52	II
23	Group insurance policy	1.86	VIII
27	My family responsibility	1.93	VI
29	Deduction from salary	2.24	IV
36	solving problem	2.14	V
38	Suggestions	2.45	III

INFERENCE:

From the above analysis it is clear that the employees are satisfied and have given higher importance for promotion policy, appreciation & suggestions.

4.3 CHI-SQUARE

TABLE - 11

Chi-Square test – to find association between age and factors

Factors \ Age	Environmental	Amenities	Financial	Policies	Total
20-30	147	72	42	99	360
31-40	1332	669	324	1005	3330
41-50	1053	600	312	798	2763
51 & Above	462	249	126	360	1197
Total	2994	1590	804	2262	7650

H_0 = No association between age and motivational factors

H_1 = There is an association between age and motivational factors

$$Df = (r-1) (c-1)$$

$$= (3) (3)$$

$$= 9$$

Table value at 5% level of significance for 9 df = 16.919

Calculated value = 1256.32

INFERENCE:

Calculated value is greater than table value. So we reject null hypothesis and accepted alternate hypothesis. There is an association between age and motivational factors

TABLE - 12

Chi-Square test – to find association between gender and factors

Factors Gender	Environmental	Amenities	Financial	Policies	Total
Male	2334	1299	654	1785	6072
Female	660	289	145	428	1522
Total	2994	1558	799	2213	7594

H_0 = No association between age and motivational factors

H_1 = There is an association between age and motivational factors

$$Df = (r-1)(c-1)$$

$$= (1)(3)$$

$$= 3$$

Table value at 5% level of significance for 3 df = 7.815

Calculated value = 586.58

INFERENCE:

Calculated value is greater than table value. So we reject null hypothesis and accepted alternate hypothesis. There is association between gender and motivational factors

TABLE – 13

Chi-Square test – to find association between education and factors

Factors \ Education	Environmental	Amenities	Financial	Policies	Total
Hsc	48	21	9	39	117
UG	1488	831	435	1149	3903
PG	1311	678	327	969	3285
Other	147	60	33	105	345
Total	2994	1590	804	2262	7650

H_0 = No association between age and motivational factors

H_1 = There is an association between age and motivational factors

$$Df = (r-1) (c-1)$$

$$= (3) (3)$$

$$= 9$$

Table value at 5% level of significance for 9 df = 16.919

Calculated value = 3025.78

INFERENCE:

Calculated value is greater than table value. So we reject null hypothesis and accepted alternate hypothesis. There is association between education and motivational factors

TABLE - 14

Chi-Square test – to find association between education and factors

Factors \ Education	Environmental	Amenities	Financial	Policies	Total
6-10	858	390	198	609	2055
11-15	813	447	219	633	2112
>15	1323	753	387	1020	3483
Total	2994	1590	804	2262	7650

Note: There was no respondent with less than 5 years experience

H_0 = No association between age and motivational factors

H_1 = Association between age and motivational factors

Df = (r-1) (c-1)

= (2) (3)

= 6

Table value at 5% level of significance for 6 df = 16.919

Calculated value = 856.35

INFERENCE:

Calculated value is greater than table value. So we reject null hypothesis and accepted alternate hypothesis. There is association between age and motivational factors

CONCLUSION

CHAPTER V

5.1 FINDINGS

1. The mission of TNPL is to attain leadership in paper industry.
2. Now TNPL is in the list of ISO 9001 certified companies and has acquired several awards for national safety council from 1990, 1991.
3. In this study most of the respondents fall under the category of 31-40 years.
4. 78.6% of the respondents are males and 21.4% of the respondents are females.
5. 95.2% of the respondents are married status and 4.8% of the respondents are unmarried status.
6. Most of the respondents are educated are in the status of graduates.
7. 45.2% of the respondents are having the service of above 16 years & above.
8. It is interesting to note that 50% of the total respondents will come under the income group of Rs.10001-20000 monthly and 31% of the total respondents will come under the income group of Rs.20001 & above monthly.
9. The respondents are highly satisfied by their environmental factors like sharing of information, opportunity to interact & organization environment.
10. The respondents are highly satisfied by their amenities like children education allowances, travelling allowances & housing facility.
11. The respondents are highly satisfied by their financial factors like incentives schemes, compensation policy & pay and allowances.
12. The respondents are highly the respondents are highly satisfied by their policies like promotion policy, appreciation & suggestions.

5.2 SUGGESTION

Based on the study, the following suggestions are made by the researcher to enhance the motivation of the employees

- ❖ A considerable number of employees are dissatisfied with their lighting facilities towards the working environment
- ❖ Similarly a number of employees are dissatisfied with their medical allowance towards the amenities provided by the company
- ❖ A considerable number of employees are dissatisfied with their pay and allowances towards the financial rewards
- ❖ A considerable number of employees are dissatisfied with their training opportunities provided by the organization

The Facilities provided to the workers are at present probably utilized by the workers but they need do enhance the above facility to them so that they are totally benefited, also there is some incompatibility between the workers and management and co-workers. So the company should take necessary steps to make a smooth relationship.

5.3 CONSIDERED RECOMMENDATIONS

The respondents have adequately responded to all the questions on motivational factors given by the researcher. The researcher hopes that the major findings and suggestions will help to improve the existing level of motivation among the employees, so that it may result in better performance, increased productivity, greater satisfaction and improved organizational effectiveness.

BIBLIOGRAPHY

BIBLIOGRAPHY

BOOKS

- ❧ Biswanath ghosh.,2000, human resource developmental and management, New Delhi: Vikas Publishing House Private Ltd.,
- ❧ Bhattachariya jaya.,2004, principles and practice of management, New Delhi, Chand And Company Ltd.,
- ❧ Gupta C.B. 1996, HRM, New Delhi Sultan Chand and sons.
- ❧ Nair, Latha Nair N.G., 1999, personnel management and industrial relation, New Delhi: Sultan Chand And Company Ltd.,

JOURNALS

- ❧ Bhasin M.L, "Approach to Motivation", Indian Management, 1990.
- ❧ Ghatt.L.J, "incentives and the working class", psychological studies, 7(2), 1963.
- ❧ Hierarchy concept, "organizational behaviour and human performance" vol.7, 1972.
- ❧ Rajkumar, "Importance of motivation in modern management", Indian management, December-1985.

WEBSITES

- ❧ www.tnpl.co.in
- ❧ www.wikipedia.com

APPENDIX

**A STUDY ON EMPLOYEES MOTIVATION IN
TAMILNADU NEWSPRINT AND PAPERS LIMITED,
KAGITHAPURAM**

PERSONAL FACTOR:

1. NAME :
2. AGE :
 20-30 30-40 40-50 50 & ABOVE
3. GENDER : MALE FEMALE
4. MARITAL STATUS : MARRIED UNMARRIED
5. DESIGNATION :
6. EDUCATIONAL QUALIFICATION:
 HSC UG PG OTHER SPECIFY-----
7. MEMBERS OF DEPENDENCE:
8. DEPARTMENT :
9. EXPERIENCE :
10. MONTHLY INCOME:
 UPTO Rs5000 Rs.5001-10000 Rs.10001-20000 Rs.20001 & ABOVE

THE FOLLOWING QUESTIONS CONTAIN 4 OPTIONS, READ EACH QUESTION CAREFULLY AND PUT TICK MARK ON THE BEST SUITABLE OPTIONS:

11. PAY AND ALLOWANCES MOTIVATES TO PERFORM BETTER
 FULLY AGREE AGREE
 NEITHER AGREE NOR DISAGREE DISAGREE
12. INCENTIVES SCHEMES IN TNPL INCREASES THE PERFORMANCE OF WORK
 FULLY AGREE AGREE
 NEITHER AGREE NOR DISAGREE DISAGREE

13. TRAINING OPPORTUNITY IS GIVEN HERE TO IMPROVE YOUR SKILLS AND PERFORMANCE

- FULLY AGREE AGREE
 NEITHER AGREE NOR DISAGREE DISAGREE

14. YOUR ORGANIZATION ENVIRONMENT MOTIVATES TO CONCENTRATE MORE ON WORK

- FULLY AGREE AGREE
 NEITHER AGREE NOR DISAGREE DISAGREE

15. PROMOTIONAL POLICY IN TNPL MOTIVATES TO PERFORM EFFECTIVELY

- FULLY AGREE AGREE
 NEITHER AGREE NOR DISAGREE DISAGREE

16. FOR EVERY GOOD JOB I AM APPRECIATED/RECOGNIZED

- FULLY AGREE AGREE
 NEITHER AGREE NOR DISAGREE DISAGREE

17. MEDICAL ALLOWANCES MOTIVATES TO DO BETTER WORK AND PERFORM WELL WITHOUT ANY BURDEN

- FULLY AGREE AGREE
 NEITHER AGREE NOR DISAGREE DISAGREE

18. CHILDREN EDUCATIONAL ALLOWANCES MOTIVATES TO BE A RESPONSIBLE PERSON FOR COMPANY

- FULLY AGREE AGREE
 NEITHER AGREE NOR DISAGREE DISAGREE

19. HOUSING FACILITIES MOTIVATES TO PERFORM BETTER

- FULLY AGREE AGREE
 NEITHER AGREE NOR DISAGREE DISAGREE

20. MY COLLEAGUES CO-OPERATE WITH ME DURING WORK

- FULLY AGREE AGREE
 NEITHER AGREE NOR DISAGREE DISAGREE

21. COMPENSATION POLICY IN TNPL ENCOURAGES TO PERFORM WELL

- FULLY AGREE AGREE
 NEITHER AGREE NOR DISAGREE DISAGREE

22. WELFARE FACILITIES IN TNPL MOTIVATES TO PERFORM BETTER

- FULLY AGREE AGREE
 NEITHER AGREE NOR DISAGREE DISAGREE

23. GROUP INSURANCE POLICY MOTIVATES TO PERFORM BETTER
- FULLY AGREE AGREE
 NEITHER AGREE NOR DISAGREE DISAGREE
24. HOUSING LOAN FACILITY MOTIVATES TO PERFORM BETTER
- FULLY AGREE AGREE
 NEITHER AGREE NOR DISAGREE DISAGREE
25. "ON DUTY" FACILITY FOR EMPLOYEES, "WHO WISH TO DONATE BLOOD"
MOTIVATES FOR BETTER PERFORMANCE
- FULLY AGREE AGREE
 NEITHER AGREE NOR DISAGREE DISAGREE
26. MY WORK GIVES ME A FEELING OF PERSONAL ACCOMPLISHMENT
- FULLY AGREE AGREE
 NEITHER AGREE NOR DISAGREE DISAGREE
27. MY FAMILY RESPONSIBILITY MOTIVATES ME TO RETAIN THE JOB IN THIS
ORGANIZATION
- FULLY AGREE AGREE
 NEITHER AGREE NOR DISAGREE DISAGREE
28. NEW TECHNOLOGY EQUIPMENTS MOTIVATES ME TO PERFORM BETTER
- FULLY AGREE AGREE
 NEITHER AGREE NOR DISAGREE DISAGREE
29. DEDUCTION FROM SALARY DO NOT DEMOTIVATE
- FULLY AGREE AGREE
 NEITHER AGREE NOR DISAGREE DISAGREE
30. TRAVELLING ALLOWANCES MOTIVATES ME TO ATTEND THE WORK IN
RIGHT TIME
- FULLY AGREE AGREE
 NEITHER AGREE NOR DISAGREE DISAGREE
31. BETTER AVAILABILITY OF SAFETY TOOLS MOTIVATES ME TO WORK IN
ANY ATMOSPHERE
- FULLY AGREE AGREE
 NEITHER AGREE NOR DISAGREE DISAGREE

32. BETTER RELATIONSHIP WITH THE SUPERVISOR MOTIVATES ME TO PERFORM BETTER
- FULLY AGREE AGREE
 NEITHER AGREE NOR DISAGREE DISAGREE
33. A GOOD RELATIONSHIP WITH MY SUB-ORDINATES MOTIVATES ME TO INCREASE MY LEADERSHIP ABILITY
- FULLY AGREE AGREE
 NEITHER AGREE NOR DISAGREE DISAGREE
34. BETTER VENTILATION MOTIVATES ME TO DO WORK PERFECTLY
- FULLY AGREE AGREE
 NEITHER AGREE NOR DISAGREE DISAGREE
35. LIGHTING FACILITIES MOTIVATES ME TO PERFORM BETTER
- FULLY AGREE AGREE
 NEITHER AGREE NOR DISAGREE DISAGREE
36. EMPLOYEES ARE ENCOURAGED TO PARTICIPATE IN SOLVING WORK RELATED PROBLEM
- FULLY AGREE AGREE
 NEITHER AGREE NOR DISAGREE DISAGREE
37. THERE IS ENOUGH SHARING OF INFORMATION ABOUT THE COMPANY AND ITS ACTIVITIES
- FULLY AGREE AGREE
 NEITHER AGREE NOR DISAGREE DISAGREE
38. MY SUGGESTIONS ARE GIVEN SERIOUS CONSIDERATION
- FULLY AGREE AGREE
 NEITHER AGREE NOR DISAGREE DISAGREE
39. I RECEIVE ENOUGH OPPORTUNITY TO INTERACT WITH OTHER EMPLOYEES ON AN INFORMAL LEVEL
- FULLY AGREE AGREE
 NEITHER AGREE NOR DISAGREE DISAGREE
40. ALL THE FACILITIES PROVIDED BY TNPL MOTIVATES TO PERFORM WELL
- FULLY AGREE AGREE
 NEITHER AGREE NOR DISAGREE DISAGREE

41. ANY OTHER RELEVANT OPINION WITH YOU WISH TO OFFER FOR
THE STUDY -----

-----THANK U-----