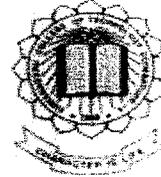


P- 2799



**A STUDY ON PERFORMANCE ASSESSMENT FOR
CAPACITY BUILDING IN SMALL AND MICRO
ENTERPRICES WITH SPECIAL REFERENCE TO
HIMALAYAM KARTONS, TIRUPPUR**

A PROJECT REPORT
submitted by

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

of

MASTER OF BUSINESS ADMINISTRATION

April, 2009

KCT Business School
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Kumaraguru College of Technology
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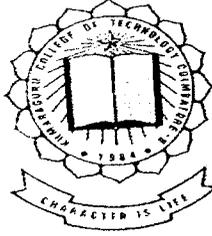


Himalayan Kartons

V. Udaya Kumar

This is to certify V.Udaya kumar roll No 07MBA54 a student of KUMARAGURU COLLEGE OF ENGINEERING AND TECHNOLOGY BUSINESS SCHOOL had undergone a project entitled A STUDY ON PERFORMANCE ASSESSMENT FOR CAPACITY BUILDING IN SMALL AND MICRO ENTERPRICES WITH SPECIAL REFERENCE TO HIMALAYAM KARTONS, TIRUPPUR between .. 19 January to 17 April during the tenure, his performance was good.


MANAGER



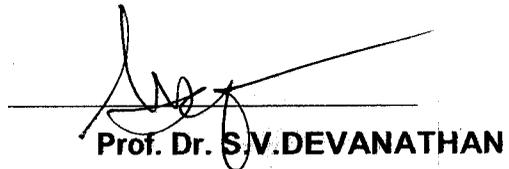
**KCT BUSINESS SCHOOL
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COIMBATORE**

BONAFIDE CERTIFICATE

Certified that this project titled "A STUDY ON PERFORMANCE ASSESSMENT FOR QUALITY BUILDING IN SMALL AND MICRO ENTERPRICES WITH SPECIAL REFERENCE TO HIMALAYAM KARTONS, TIRUPPUR" is the confide work of Mr. **RAJEEVA KUMAR** who carried out this project under my supervision. Certified further, that to the best of my knowledge the work reported herein does not from 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.


Mr. KARTHI KEYAN

Faculty Guide

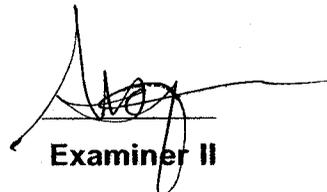

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05/05/09

Examiner I


Examiner II

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COIMBATORE - 641 006**

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In great honor and with indebt gratitude to my inspiring project guide **MR.HI KEYAN, assistant professor** who has taken great interest in helping me often in the successful pursuit of my project. I am very much fortunate to get my guide, who encouraged me constantly with good counsel and helped me to complete the project successfully on tim

In great honor and with indebt gratitude to my inspiring staff professor **MR. ANVA SAMY** who has taken great interest in helping me on project topic chosen often in the successful pursuit of my project. I am very much fortunate to get such a staff, who encouraged me constantly with good counsel and helped me to complete the project successfully on time.

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Above all, I thank **Almighty God and My Parents** for giving me the grace and constant support in successfully completing this project to the best of my ability.

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ABSTRACT

This study conducted in himalayam cartons performance measurement for capacity building in small and micro industries. This primary output does not meet the standard or requirement. For this lag the project done with new arena capacity building. The important objective of study is Measure the performance of various functional departments to frame strategies for capacity building at Himalayam Kartons. For The performance measurement Organization design, Process management, Quality management, Competitive advantage, welfare needs are considered.

This project is done with descriptive study. The entire populations are taken as respondents. The primary data is collected through questionnaire and the secondary details collected through company register. Weighted average, chi square, percentage analysis are the statistical tool for this project. Result of this test is used to take decision on suggestion. The study is revealed that the organization is not meeting the employee satisfaction. By this project, here the right suggestions were given.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

1.1.1 Performance assessment

The daunting task of measuring performance for organizations across industries and eras, declaring the top performers, and finding the common drivers of their success did not occur to anyone until around 1982, when Tom Peters and Bob Waterman got down to work researching and writing *In Search of Excellence*. This publishing sensation challenged industrial managers' actions and attitudes, and inspired researchers and scholars to further pursue the theory of high performance – the holy grail of any competitive business organisation. This task becomes more complex as corporations diversify into multiple industries. A researcher must take this into consideration when conducting a comparative analysis of companies.

The traditional control-oriented performance measurement system in the industrial era is losing its relevance in today's fast changing environment where organizations are re-shaped into flat multi-functional hierarchies. Performance measurement will get tougher with globalization and increasing complexity of organizations' business models, teams' roles and responsibilities. Authority given to employees in different level, Job responsibility given, Promotion provided, Team spirit prevail in the company, Work environment, Safety measure, Interpersonal relation, Communication, Training are the factors which is for job satisfaction. For the effective measurement Process Improvement, Employee Involvement, Reportable, Unlike financial measurements that often record past accounting numbers, a good Performance, Forward Looking, Optimization, Realistic, Management Commitment are very important.

1.1.2 Capacity building functional areas

The creation of an enabling environment with appropriate policy and legal frameworks, institutional development, including community participation (of women in particular), human resources development and strengthening of managerial systems, adding that, UNDP recognizes that capacity building is a long-

(professionals, non-governmental organizations and water user groups, professional associations, academics and others).

Capacity building often refers to assistance which is provided to entities, usually developing country societies, which have a need to develop a certain skill or competence, or for general upgrading of performance ability. Most capacity is built by societies themselves, sometimes in the public, sometimes in the non-governmental and sometimes in the private sector. Many international organizations, often of the UN-family, have provided capacity building as a part of their programmes of technical cooperation with their member countries. Bilaterally funded entities and private sector consulting firms or non-governmental organizations, called NGOs) have also offered capacity building services. Sometimes NGOs, in developing countries are themselves recipients of capacity building.

Capacity Building is, however, not limited to international aid work. More recently, capacity building is being used by government to transform community and industry approaches to social and environmental problems.

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.

1.2 Industry Profile

An early American packaging industry pioneer was the Kieckhefer Container Company, which was run by John W. Kieckhefer. The company excelled in the use of fibre shipping containers, which especially included the paper

... were merged with the Weyerhaeuser Timber Company of Tacoma, Washington.

In the mid-19th century, an ingenious concept enabled flat sheets of paper to be transformed into a rigid, stackable and cushioning form of packaging for delicate goods in transit.

Corrugated (also called pleated) paper was patented in England in 1856, and used as a liner for tall hats, but corrugated boxboard would not be patented and used as a shipping material until December 20, 1871. The patent was granted to Albert Jones of New York City for single-sided (single-face) corrugated board. Jones used the corrugated board for wrapping bottles and glass lantern chimneys. The first machine for producing large quantities of corrugated board was built in 1874 by G. Smyth, and in the same year Oliver Long improved upon Jones' design by inventing corrugated board with liner sheets on both sides. This was now corrugated board as we know it today.

The Scottish-born Robert Gair invented the corrugated box in 1890; that is, pre-cut flat pieces manufactured in bulk that folded into boxes. Gair's invention, as with so many other great innovations, came about as a result of an accident: he was a Brooklyn printer and paper-bag maker during the 1870s, and one day, while he was printing an order of seed bags, a metal ruler normally used to crease bags shifted in position and cut them. Gair discovered that by cutting and creasing bags in one operation he could make prefabricated paper boxes. Applying this idea to corrugated boxboard was a straightforward development when the material became available. By the start of the 20th century, corrugated boxes began replacing the custom-made wooden crates and boxes previously used for trade.

The corrugated box was initially used for packaging glass and pottery containers, which are easily broken in transit. Later, the case enabled fruit and produce to be brought from the farm to the retailer without bruising, improving the return to the producers and opening up hitherto unaffordable export markets. (There had previously been a great deal of waste when, for example, oranges were craned out of the hold of a ship, having been bulk loaded into it.)

Corrugated board is manufactured on large high-speed machinery lines called corrugators running at 500 lineal feet per minute or more. These machines over time have become very complex with the objective of avoiding some common problems in corrugated board production, such as warp and delamination. In the classical corrugators, the paper is humidified by means of high pressure steam. The humidity aims to soften the paper fibres so that the formation of the flute and the consequent gluing will go smoothly. The process adds a considerable amount of water to the papers. After the formation of the board this humidity has to be removed by drying in the so-called dry-end. Here the newly formed corrugated board is heated from the bottom by hot plates. On the top various pressures are applied by a load system on the belt.

The corrugated medium is often 26 lb/1000 sq.ft basis weight in the USA; in the UK a 90 gram per square metre liner is common. At the single-facer, it is heated, moistened, and formed into a fluted pattern on geared wheels. This is joined to a flat linerboard with a starch based adhesive to form single face board. At the double-backer, a second flat linerboard is adhered to the other side of the fluted medium to form single wall corrugated board. Linerboards are often kraft paperboard (of various grades) but may be bleached white, mottled white, colour, or pre-printed.

Common flute sizes are "A", "B", "C", "E" and "F" or micro flute. The letter designation relates to the order that the flutes were invented, not the relative sizes. Flute size refers to the number of flutes per lineal foot, although the actual flute dimensions for different corrugators manufacturers may vary slightly. Measuring the number of flutes per lineal foot is a more reliable method of identifying flute size than measuring board thickness, which can vary due to manufacturing conditions. The most common flute size in corrugated boxes is "C" flute.

1.1 Product profile

Box (plural **boxes**) describes a variety of containers and enclosures for permanent use as storage, or for temporary use often for transporting goods.

Boxes may be made of durable material such as wood or metal or of corrugated fibreboard, paperboard, or other non-durable materials. The size may vary from very small (e.g., a matchbox) to the size of a large appliance; while technically a large shipping container could be called a box, it is not so described. When no specific shape is described, a box of rectangular cross-section with all sides vertical may be expected, but a box may have a horizontal cross section that is square, elongated, round or oval; sloped or domed top surfaces, or non-vertical sides.

A decorative box normally may be opened by raising, pulling, sliding or removing the lid, which may be hinged and/or fastened by a catch, strap, lock, or adhesive tape. Whatever its shape or purpose or the material of which it is fashioned, it is the direct descendant of the chest, one of the most ancient articles of domestic furniture. The name, preceded by a qualifying adjective, has been given to many objects of artistic or antiquarian interest.

A common storage box usually has the shape of a cuboid or right rectangular prism, although boxes of almost any shape may be used. A carton is a type of packaging suitable for food, pharmaceuticals, hardware, and many other types of products. Folding cartons are usually combined into a tube at the manufacturer and shipped flat (knocked down) to the packager. Tray styles have a solid bottom and are often shipped as flat blanks and assembled by the packager. Some also are self-erecting. High speed equipment is available to set-up, load, and close the cartons.

An early American packaging industry pioneer was the Kieckhefer Container Company, which was run by John W. Kieckhefer. The company excelled in the use of fibre shipping containers, which especially included the paper

Cartons were merged with the Weyerhaeuser Timber Company of Tacoma, Washington. Cartons can be made from many materials: paperboard, various plastics, or a composite. Some are "food grade" for direct contact with foods. Many cartons are made out of a single piece of paperboard. Depending on the need, this paperboard can be laminated or coated with polyethylene to form a moisture barrier. This may serve to protect a liquid product or keep a powder dry.

3.3 The purposes of packaging and package labels

Packaging and package labelling have several objectives

- **Physical protection** - The objects enclosed in the package may require protection from, among other things, shock, vibration, compression, temperature, etc.

- **Barrier protection** - A barrier from oxygen, water vapor, dust, etc., is often required. Permeation is a critical factor in design. Some packages contain desiccants or Oxygen absorbers to help extend shelf life. Modified atmospheres or controlled atmospheres are also maintained in some food packages. Keeping the contents clean, fresh, sterile and safe for the intended shelf life is a primary function.

- **Containment or agglomeration** - Small objects are typically grouped together in one package for reasons of efficiency. For example, a single box of 1000 pencils requires less physical handling than 1000 single pencils. Liquids, powders, and granular materials need containment.

- **Information transmission** - Packages and labels communicate how to use, transport, recycle, or dispose of the package or product. With pharmaceuticals, food, medical, and chemical products, some types of information are required by governments.

- **Marketing** - The packaging and labels can be used by marketers to encourage potential buyers to purchase the product. Package design has been an important and constantly evolving phenomenon for several decades. Marketing communications and graphic design are applied to the surface of the package and (in many cases) the point of sale display.

- **Security** - Packaging can play an important role in reducing the security risks of shipment. Packages can be made with improved tamper resistance to deter tampering and also can have tamper-evident features to help indicate tampering. Packages can be

are more resistant to pilferage and some have pilfer indicating seals. Packages may include authentication seals and use security printing to help indicate that the package and contents are not counterfeit. Packages also can include anti-theft devices, such as dye-packs, RFID tags, or electronic article surveillance tags, that can be activated or de-activated by devices at exit points and require specialized tools to deactivate. Using packaging in this way is a means of loss prevention.

Convenience - Packages can have features which add convenience in distribution, handling, stacking, display, sale, opening, reclosing, use, and reuse.

Portion control - Single serving or single dosage packaging has a precise amount of contents to control usage. Bulk commodities (such as salt) can be divided into packages that are a more suitable size for individual households. It is also aids the control of inventory: selling sealed one-litre-bottles of milk, rather than having people bring their own bottles to fill themselves.

Packaging may be looked at as several different types. For example a transport package or distribution package is the package form used to ship, store, and handle the product or inner packages. Some identify a consumer package as one which is directed toward a consumer or household.

Packaging may be discussed in relation to the type of product being packaged: medical device packaging, bulk chemical packaging, over-the-counter drug packaging, retail food packaging, military materiel packaging, pharmaceutical packaging, etc.

- **Prevention** – Waste prevention is a primary goal. Packaging should be used only where needed. Proper packaging can also help prevent waste. Packaging plays an important part in preventing loss or damage to the packaged-product (contents). Usually, the energy content and material usage of the product being packaged are much greater than that of the package. A vital function of the package is to protect the product for its intended use: if the product is damaged or degraded, its entire energy and material content may be lost.

- **Minimization** –(also "source reduction") The mass and volume of packaging (per unit of contents) can be measured and used as one of the criteria to minimize during the

design process. Usually “reduced” packaging also helps minimize costs. Packaging engineers continue to work toward reduced packaging.

- **Reuse** – The reuse of a package or component for other purposes is encouraged. Durable packaging has long been useful (and economically viable) for closed loop systems. Inspection, cleaning, repair and recoupage are often needed.

- **Recycling** – Recycling is the reprocessing of materials (pre- and post-consumer) into new products. Emphasis is focused on recycling the largest primary components of a package: steel, aluminium, papers, plastics, etc. Small components can be chosen which are not difficult to separate and do not contaminate recycling operations.

- **Energy recovery** – Waste-to-energy and Refuse-derived fuel in approved facilities are able to make use of the heat available from the packaging components.

- **Disposal** – Incineration, and placement in a sanitary landfill are needed for some materials. Certain states within the US regulate packages for toxic contents, which have the potential to contaminate emissions and ash from incineration and leachate from landfill. Packages should not be littered.

1.4 Company profile

HIMALAYAM Carton box is involving in the production of carton boxes. They are offering carton boxes with the best quality. it is situated in tirupur. The target people for their product are tirupur cotton industries. The initial investment for this company is 25 lacks. Now its net worth is nearly 75 lack. Erode ,Kerala paper mills are the suppliers for this company. The leading companies such as karpagaam textiles pvt ltd and varsha pvt ltd. They measure the quality of the material through the bursting strength .bursting strength is nothing but the gram/square metre.

MAIN THEME OF THE PROJECT

CHAPTER 2

2.1 Objectives of the study

The main issue of the company is to assess the performance and enhance its capacity building for profit maximisation and performance optimisation. Having this idea as the backdrop the following objectives are framed:

Primary objectives:

Measure the performance of various functional departments to frame strategies for capacity building at Himalayan Kartons.

Secondary Objectives:

In order to fulfil the above primary objectives the following secondary objectives are been framed:

- To draft the profile about the various departments at Himalayan Kartons Ltd
- To identify the strength of physical infrastructure and availability of factor proportion
- To seek employee reference on performance assessment of Design environment variables, process management, Quality management, Competitive advantage and welfare measures
- To examine the probability of success of various capacity building strategies proposed by this study.
- To propose suitable suggestions for the overall improvement of performance of the organisation.

2.2 Statement of the problem

Since Himalayan cartons is still in incubation stage, the company lags in performance standards and organisational lag. This has initiated the need to fix and regulate performance standards in their organisation. As a prelude employee reference could

come in handy to tackle this issue evidently. Hence the study on “performance assessment for capacity building in small and micro enterprises” is undertaken.

2.3 Scope of the study

The study on ‘performance assessment and capacity building in small and micro enterprises. a study with special reference to himalayam kartons tiruppur’ to know the employees perception about the working condition, their level of satisfaction towards the benefits and facilities provided by the organization, the level of relationship between the persons in the organization, the support from the reporting officer and also between the departments, their perception towards the development programs, their perception towards the grievance handing procedure and to know their expectations in their work life.

And the dimensions of the study include,

1. How the employees feel about their job
2. A fillip to upward communication by encouraging people to give their comments openly and candidly
3. The employees to release their emotional tension in concern with their job.
4. How of the study and also from the suggestions given by the employees the company which can provide the necessary facilities and changes, which the employees expect.

2.4 Limitation

- 1.The respondents are not educated. This problem makes to understand the objectives to them.
2. The respondents were reluctant to answer due to their busy schedule.
- 3.lingustic barriers where encountered reply while making the employee to un demand with conceptual queries.

2.3 Methodology

The research is an attempt to study a problem or a situation at any given circumstance and identify various causes or consequence of that particular problem. It tries to solve a complex and complicated problem through use of various tools and techniques. These tools and techniques try to bring out a logical, accurate and scientific solution to given problem.

Methodology as the name suggests is the method through which the problem or situation is tackled. It involves a lot of factor like the research design, sample size, segment, techniques of sampling tools used etc. all these steps and factors are together to bring out a clear and accurate result.

A research is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. The research design adapted in the study was descriptive study.

A descriptive study is undertaken in order to ascertain and be able to describe the characteristics of the variable of interest in a situation.

Descriptive studies are also undertaken to understand the characteristics of organizations that follow certain common practices.



Table 2.1 – Research methodology

Research Design	Descriptive Research
Population	The Population of the project consists of the entire population of employee of the himalayam karton company.
Population Size	60
Survey Module	Census survey

Tools of Data Collection	Primary Source and Secondary sources
Primary sources	Employee reference of all performance assessment variables
Secondary Sources	Conceptual explanation of various performance assessment of performance and capacity building strategies
Tools of Data Collection Tools	Personal structured Interview
Statistical tools used	Bar Diagrams
Statistical techniques used	Percentage analysis, Chi square tests and weighted average
Period of study	Period of three months during the months of January to March 2009

2.5.1 Research design:

A research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. Descriptive research includes surveys and fact-findings and enquiries of different kinds. The Major purpose of descriptive research is the description of the state of affairs, as it exists at present. The main characteristic of this type of research is that the researcher has no control over the variables. He can only report what has happened and what is happening.

2.5.2 Sample frame

The Population of the project consists of the entire population of the himalayam karton company and hence census survey is taken.

2.5.3 Tools used

a. Chi-Square Test

A chi-square test (also chi-squared or χ^2 test) is any statistical hypothesis test in which the sampling distribution of the test statistic is a chi-square distribution when the null hypothesis is true, or any in which this is asymptotically true, meaning that the sampling distribution (if the null hypothesis is true) can be made to approximate a chi-square distribution as closely as desired by making the sample size large enough.

If a sample of size n is taken from a population having a normal distribution, then there is a well-known result which allows a test to be made of whether the variance of the population has a pre-determined value. For example, a manufacturing process might have been in stable condition for a long period, allowing a value for the variance to be determined essentially without error. Suppose that a variant of the process is being tested, giving rise to a small sample of product items whose variation is to be tested. The test statistic T in this instance could be set to be the sum of squares about the sample mean, divided by the nominal value for the variance (ie. the value to be tested as holding). Then T has a chi-square distribution with $n-1$ degrees of freedom.

b. Weighted average method.

An average in which each quantity to be averaged is assigned a weight. These weightings determine the relative importance of each quantity on the average. Weightings are the equivalent of having that many like items with the same value involved in the average.

2.5.4 Performance measurement variables

The depended and independent variables are taken from different research studies. For the performance measurement The organisation environment is devise into the following divisions.

c. Organisation environment variables

1. Organisation design
2. Process management
3. Quality management
4. Competitive advantage
5. Employee reference

b. Design environmental variables

1. Adequate size and environment
2. Division of work/specialization
3. Role clarity
4. Research and development
5. Inter Departmental coordination
6. Availability of required infrastructure

c. Facilitating factors for process management

1. Well defined process
2. Operational uniformity
3. Safety and occupational health
4. Enable optimum production per shift
5. Controlled Absenteeism
6. Level of Capacity Utilization

d. Facilitating factors for quality management

1. Ability to produce value added products
2. Developed standards in production and operations
3. Leverage production standards to meet competition
4. Controlled Defection rate
5. Accredited by certifying agencies
6. In-house facilities for inspection and quality control

e. Competitive advantage factors

1. Possession of exclusive production knowledge
2. Conducive relationship with vendors, suppliers and marketers
3. Availability of specialized personnel for production and operation
4. Ability to diversify product line
5. Customer database management systems
6. Sales force marketing

f. Work life

1. Shift timings
2. Leave and fringe benefits
3. Medical benefits
4. Provision of loans and advances
5. Compensation and rewards
6. Work environment
7. Transport facilities, Canteen and refreshments

2.5 Review of literature

Performance measurement system design

Neely A.; Gregory M.; Platts K¹ provides the importance of performance measurement which has been recognized by academics and practitioners from a variety of functional disciplines. Seeks to bring together this diverse body of knowledge into a coherent whole. To ensure that the key issues are identified, focuses on the process of performance measurement system design, rather than the detail of specific measures. Following a comprehensive review of the literature, proposes a research agenda.

The performance measurement revolution: why now and what next?

Asks why business performance measurement has become so topical, so recently. Andy Neely argues that there are seven main reasons: the **changing** nature of work; **increasing** competition; **specific** improvement initiatives; **national** and international **quality** awards; **changing** organisational roles; **changing** external demands; and the **power** of information technology. Evidence to support this assertion is drawn from the academic and practitioner literatures, interviews and discussions with people specialising in the field and a broad review of the current **state-of-the-art** in business performance measurement. Presents a framework onto which current research in business performance measurement can be mapped and identifies areas which require further work.

¹ Neely A.; Gregory M.; Platts K¹. *International Journal of Operations & Production Management*, Volume 15, Number 4, 1995 , pp. 80-116(37)

² Andy Neely *Journal Year: 1999 Volume: 19 Issue: 2 Page: 205 - 228 DOI:*

Opportunities in Performance Measurement: Trends and Research Implications

Christopher D³. Ittner done a research in that the objective of this paper is to foster research on recent innovations in performance measurement by providing a rich description of emerging measurement practices and suggesting directions for future research. Using survey data collected by consulting firms and government organizations, we examine three measurement trends: (1) economic value measures, (2) financial performance measures and the balanced scorecard, and (3) performance measurement initiatives in government agencies. Existing research on these topics is reviewed and research opportunities are highlighted.

Measuring the business performance of an SME: a conceptual framework

G.d.sardana⁴'s research shows that Performance measurement is fundamental to any management control. Performance evaluation, primarily helps in understanding weak areas, identifies gaps to carry out improvement and ensures that business activities are properly aligned with business objectives. A Small or Medium Enterprise (SME) has its own strengths and weaknesses, which need not be in common with those of a large organisation. Similarly, it has access to several opportunities and faces certain threats. Therefore, business performance imperatives in an SME are different from those applicable to a large organisation. The performance measurement model should reflect the same. This paper details the essentials of performance measures for an SME and examines how these differ from those for a large enterprise. The study brings out what determinants lead to success. Based on the objectives and determinants of success, the paper presents a business performance measurement framework, OPQR (for

³ Christopher D. Ittner University of Pennsylvania - Accounting Department David F. Larcker Stanford University Journal of Management Accounting Research, 1998

⁴ G.d.sardana Operations Management, Institute of Management Technology, Raj Nagar, Ghaziabad-201001, India

Organisational Design, Process Management, Quality Management and Recipient Satisfaction), and defines an appropriate set of performance measures for SMEs. The framework is nonprescriptive and recognises that there can be many approaches to achieve sustainable high levels of performance.

Empirical study: A role of financial and non-financial performance measurement and perceived innovation effectiveness

Sawang, S.; Unsworth⁵ research is Practitioners and academics often assume that investments in innovation will lead to organizational improvements. However, previous research has often shown that implemented innovations fail to realise these potential improvements. On the other hand, organisation, perhaps, has been growing and productive because of the innovation, but traditional measurements have failed to capture that growth. In order to help organizations capture their innovation performance effectively, this study examined the organizations which employ different types of performance measurement and their perception of innovation effectiveness.

A new approach to performance measurement for small and medium enterprises

CSIRO⁶ Australia is developing an approach for organisational performance measurement to assist small and medium enterprises (SMEs) better manage their business risk. These enterprises, considered vital to economic growth and job provision, are susceptible to business failure, primarily due to poor risk management associated with inadequately informed decision making. Improved performance measurement provides a basis for better informed decisions for both control and improvement. The framework used by CSIRO to assess the status of the measurement system considers all aspects of enterprise performance, including business, organisation, and products,

⁵Sawang, S.; Unsworth, K. Management of Innovation and Technology, 2006 IEEE International Conference on Volume 2, Issue , 21-23 June 2006 Page(s):1063 - 1065

⁶M. Barnes, L. Coulton, T. Dickinson, S. Dransfield, J. Field, N. Fisher, I. Saunders, D. Shaw

business and processes. It generates specific improvement recommendations appropriate to the SME sector.

Distinctive Capabilities and The Performance of Small and Medium-Size Enterprises (Smes) in Malaysia

This study analyzes strategic factors that can influence the performance of small and medium size enterprises (SMEs) in the Malaysian manufacturing sector by Mok Kim Man, Syed Azizi Wafa⁷. The conceptual framework is developed based on the distinctive capabilities and the performance of the SMEs. This study is based on a sample survey of 100 SMEs in the manufacturing sector. Using structured questionnaires, the data is collected by mailing as well as interviews with owner-managers of the SMEs. Using the Statistical Package of Science Social (SPSS) program, the analyses were made to show the relationship between the distinctive capabilities and the performance of SMEs. The findings indicate that there is a significant relationship between distinctive capabilities and the performance of SMEs.

SMEs: Innovation and the Crucial Role of the Entrepreneur

This report presents new empirical results from a study on critical success factors in the SME innovation process by Enno Masurel, Kees van Montfort, Ramon Lentink⁸. Based on an extensive literature survey, a taxonomy of 14 success factors is identified. Next, in a survey questionnaire among Dutch SME firms a total of 50 measurable and operational features of these critical success factors is investigated. The resulting multivariate dataset is analyzed by means of a separate factor analysis per critical success factor. The results appear to be illuminating in that – in contrast to the prevailing wisdom in much of the scientific literature – ‘entrepreneurship’ is perceived as the most prominent crucial success factor in the SME innovation process. This result turns out to be rather robust after a sensitivity analysis by distinguishing various segmentations in our sample: manufacturing vs. service firms, entrepreneurs

⁷ Mok Kim Man, Syed Azizi Wafa, Universiti Malaysia Sabah

...managers, real vs. less innovative firms, and smaller vs. larger firms. In general, internal, i.e. controllable, factors appear to score higher than external factors.

Research of performance for manufacturing SMEs:

In this paper, Louis Raymond ,Josée St-Pierre ,Marie Marchand ,Chaire de recherche du Canada sur la⁹ propose a taxonomical approach to organisational performance, that is, a holistic, multidimensional and integrated approach for a deeper understanding of the performance management task faced by SME owner-managers. The first research objective is to identify performance configurations or gestalts that allow one to characterise manufacturing SMEs in a meaningful and eloquent manner with regard to their organisational performance. The second objective is to determine the extent to which these configurations are conditioned by the environmental and organisational context in which performance is managed. To answer these questions, the results of an empirical study of 205 Canadian manufacturing SMEs are presented. Three configurations are found, that is, global performers, gazelles, and mature performers. These configurations are characterized and contextualized.

High performance management: a literature review

In recent years there has been widespread discussion concerning the purported shift away from Taylorism towards a new production paradigm premised upon techniques of high performance management (HPM). This paper argues that in seeking to capture the essence of the phenomenon commentators typically privilege different aspects of the management function which is done by Butler, Peter, Felstead, Alan, Ashton, David, Fuller, Alison, Lee, Tracey, Unwin, Lorna and Walters, Sally¹⁰. For example, some

⁹ Louis Raymond ,Josée St-Pierre ,Marie Marchand ,Chaire de recherche du Canada sur la performance des entreprises ,Institut de recherche sur les PME ,Université du Québec à Trois-Rivières

¹⁰ Butler, Peter, Felstead, Alan, Ashton, David, Fuller, Alison, Lee, Tracey, Unwin,

emphasise the importance of task formulation while others focus heavily on the management of human resources. Drawing on recent work by Bélanger et al. (2002) it is argued that any construct needs to be understood as a composite covering three discrete but related spheres: production management, work organisation and employee relations. The paper then moves on to consider the principal theoretical debates surrounding the emergent model; namely, the compatibility of HPM with neoliberal orthodoxy; the impact of HPM on productivity; and, finally, the implications of HPM for its employees. The paper concludes that there is a need for the development of more refined analytical tools and similarly the excavation of data more sensitive to essential sectoral dynamics.

Competence development of civil engineers for the management of human resources in construction projects

Daufer¹¹ provides The paper analyses the singular role human resource management (HRM) plays within the context of construction management, where it differs significantly from its application in other disciplines. A synthesis of HRM research work, in general and in the construction industry in particular, combined with the writer's experience in developing and teaching specialized HRM courses in the civil engineering faculties of two universities, leads to the conclusion that: prospective construction project managers must receive HRM training in appreciably greater scope and depth than is given in most civil engineering schools today; and the peculiar environmental conditions and technology prevalent in construction warrant a specialized adaptation of HRM skills. A syllabus is outlined and discussed.

Strategic approaches, organizational design and quality management: Integration in a fit and contingency mode

The main contribution of this paper done by M.D. Moreno-Luzon, F.J. Peris¹² is to integrate into one model management and organizational fields that are normally analyzed separately: contingency factors, organizational design variables, strategic approaches and quality management approaches. The essential core of the model is constituted by three basic variables of organizational design: level of centralization, level of formalization-standardization, and level of shared vision and common values. Through analysis using this conceptual tool, we can: assess the position of tasks and organizational units in relation to these organizational variables; evaluate the congruence between organizational variables and contingency factors; identify relationships between strategic management approaches and quality approaches; and establish a fit between strategic management approaches, organizational variables, contingency factors and quality approaches.

¹²M.D. Moreno-Luzon, F.J. Peris Journal: International Journal of Quality Science Year: 1998 Volume: 3 Issue: 4 Page: 328 - 347 10.1108/13598539810243667 Publisher: MCB

A framework for quality management research and an associated measurement instrument

Barbara B. Flynn, Roger G. Schroeder and Sadao Sakakibara Iowa¹³'s research on quality incorporates a range of concerns, including quality definition and management, and such specific mechanisms as statistical quality control (SQC). However, though research in statistical quality control has evolved in a scientific and rigorous fashion, based on the early works of Shewhart, Juran, Deming and others, the study of other aspects of quality, particularly quality management, has not evolved in a similarly rigorous fashion. Theory development and measurement issues related to reliability and validity are particularly weak in the quality management literature. Starting from a strategic perspective of the organization, this paper identifies and substantiates the key dimensions of quality management, then tests the measurement of those dimensions for reliability and validity. In doing so, it establishes a clear framework for subsequent research and for evaluation of quality management programs by practitioners.

¹³Barbara B. Flynn, Roger G. Schroeder and Sadao Sakakibara, Iowa

State University, College of Business, Department of Management, 300 Carver Hall,

Ames, IA 50011-2063, USA University of Minnesota, Minneapolis, MN 55455, USA^c

3. ANALYSIS AND RESULT DISCUSSION

The data collected from the respondents are interpreted and analyzed in this chapter in order to come to a conclusion regarding the performance assessment. Based on the findings arrived from the interpretations relevant suggestions are given to the management.

Table 3.1 Distribution of respondents based on experience

N=60

Experience	No of respondents	Percentage
BELOW 2YRS	20	33.33
2-5 YRS	34	56.66
ABOVE 2 YRS	6	10
Total	60	100

Source: secondary data

The above table helps us to find out the experience of the in the company. Majority of the respondents (56.67 %) of them have an experience of 2-5 years and 33.33% of them possess experience less than 2 years.

Table 3.2 Distribution of respondents based on job profile

N=60

Job profile	No of Respondents	Percentage
Machine operator	8	13.33
Stores	4	6.67
Shop floor	21	35
Sales and marketing	9	15
Office	8	13.33
Others	10	16.66
Total	60	100

Source: secondary data

The above table help us to find the job profile of the respondents to the study. 15% of the respondents are in the sales and marketing while 11% of them are in other category and 10% of them belong to the office admin and most (35%) of them are in the shop floor.

Table 3.3 Distribution of respondents based on age

N=60

Age	No of respondents	Percentage
Below 20	4	6.67
20-30	40	66.67
30-40	11	18.33
40-50	2	3.33
Above 50	3	5
Total	60	100

Source: secondary data

The above table helps us to find out the distribution of the in the study. Most of the respondents belong to the age group of 20-30 (67%) and it is followed by the age group 30-40 with 18%. very minor population is represented in the age group of 40-50 which is 3% and above 50 years is at 5%.

Table 3.4 Distribution of respondents based on department

N=60

Department	No of respondents	Percentage
Administration	8	13.33
Operation	32	53.33
Marketing	7	11.67
I&l	7	11.67
Others	6	10
Total	60	100

Source: secondary data

from the table represented above it can be inferred that the companies most (53.33%) working force is involved in operations department followed by administration(11.33%) and an equal (11.67%) representation in I & L and Marketing section

Table 3.5 Distribution of respondents based on designation

N=60

Designation	No of respondents	Percentage
Manager	6	10
Supervisor	9	15
Production foreman	26	43.33
General	19	31.66
Total	60	100

Source: secondary data

The above table helps us to find out the profile of the designation of the employees in the organisation involved. 43.4 % of them belong to the cadre of production foreman.15% peoples are working as supervisors. 10% of peoples are managers. the

3.1.1 PERFORMANCE MEASUREMENT

Table 3.6 Association between department and size and investment

N=60

Department and size and investment	Appreciable	Favourable	Acceptable	Passive	Stringent	Total
Admin	4	1	0	2	1	8
Operation	12	7	5	8	0	32
Marketing	2	1	1	2	1	7
R&D	3	2	0	0	2	7
Others	2	1	0	1	2	6
Total	23	12	6	13	6	60
Total %	33.34	20	10	21.67	10	100

Source: primary data

It is seen from the above table that the opinion on size and investment high score represent appreciable(33.34%) among employees and lowest score(10%) represents acceptable.

Table 3.7

Factor	Calculated χ^2	Table Value	DF	Remarks
Department and size and investment	15.47	26.296	16	Sig at 5 %

The chi-square indicates that there is no association between the department and size and investment among the respondents and it is concluded from the study that the Opinion on size and investment do not depends upon the department of the respondent.

Table 3.8 Association between department and role clarity

N=60

Department Role clarity	appreciable	Favourable	Acceptable	passive	Stringent	Total
Admin	5	2	1	0	0	8
Education	13	5	8	3	3	32
Marketing	2	2	1	1	1	7
IT	1	1	3	2	0	7
Others	3	0	2	1	0	6
Total	24	10	15	7	4	60
Total %	40	16.67	25	11.67	6.67	100

Source: primary data

It is seen from the above table that the opinion on role clarity high score represent appreciable(40%) among employees and lowest score(6.67%) represents stringent.

Table 3.9

Factor	Calculated χ^2	Table Value	DF	Remarks
department and role clarity	30.309	26.3	26	Sig at 5 %

The chi-square indicates that there is an association between the department and role clarity among the respondents and it is concluded from the study that the Opinion on role clarity depends upon the department of the respondent.

Table 3.10 Association between department and operational uniformity

N=60

Department and operational uniformity	appreciable	Favourable	Acceptable	passive	Stringent	Total
Admin	5	2	1	0	0	8
Operations	8	8	10	3	3	32
Marketing	2	2	1	1	0	6
I&L	1	1	3	2	0	7
Others	3	0	2	1	1	7
Total	19	13	17	7	4	60
Total %	31.67	21.67	28.34	11.67	6.67	100

Source: primary data

It is seen from the above table that the opinion on operational uniformity high score represent appreciable(40%) among employees and lowest score(6.67%) represents stringent.

TABLE 3.11

Factor	Calculated χ^2	Table Value	DF	Remarks
Department and operational uniformity	12.73	26.3	16	Sig at 5 %

The chi-square indicates that there is no association between the department and operational uniformity among the respondents and it is concluded from the study that the Opinion on operational uniformity do not depends upon the department of the respondent.

Table 3.12 Association between department and leave and fringe benefit

N=60

Department and score on fringe benefits	appreciable	favourable	Acceptable	passive	stringent	Total
Admin.	0	1	2	2	3	8
Operator.	2	0	1	4	25	32
Accounting	1	0	1	0	5	7
Lab.	0	1	2	1	3	7
Others	0	2	0	1	3	6
Total	3	4	6	8	39	60
Total %	5	6.67	10	13.34	65	100

Source: primary data

It is seen from the above table that the opinion on leave and fringe benefits high score represent stringent (65%) among employees and lowest score(5%) represents appreciable.

TABLE 3.13

Factor	Calculated χ^2	Table Value	DF	Remarks
Department and leave and fringe benefits	20.59	26.296	16	Sig at 5 %

The chi-square indicates that there is no association between the department and leave and fringe benefits among the respondents and it is concluded from the study that the Opinion on leave and fringe benefits do not depends upon the department of the respondent.

Table 3.14 Association between designation and role clarity

N=60

Designation and Role Clarity	Appreciable	Favourable	Acceptable	Passive	Stringent	Total
Manager	0	1	2	2	1	6
Supervisor	2	1	1	2	3	9
Production Workman	2	8	10	4	2	26
General	0	5	8	4	2	19
Total	4	15	21	12	8	60
Total %	6.67	25	35	20	13.34	100

Source: primary data

It is seen from the above table that the opinion on role clarity benefits high score represent acceptable (35%) among designation and lowest score(6.67%) represents appreciable.

Factor	Calculated χ^2	Table Value	DF	Remarks
designation and role clarity	12.35587	21.02	16	Sig at 5 %

Table 3.15

The chi-square indicates that there is no association between the designation and role clarity among the respondents and it is concluded from the study that the Opinion on role clarity do not depends upon the designation of the respondent

Table3.16 Association between designation and division of work

N=60

Designation and division of work	Appreciable	Favourable	Acceptable	Passive	Stringent	Total
Manager	0	1	0	1	4	6
Supervisor	2	1	3	2	1	9
Production Inman	7	5	8	2	4	26
General	3	5	7	2	2	19
Total	12	12	18	7	11	60
Total %	20	20	30	11.67	18.33	100

Source: primary data

It is seen from the above table that the opinion on division of work high score present acceptable (30%) among designation and lowest score(11.67%) represents passive.

Table 3.17

Factor	Calculated χ^2	Table Value	DF	Remarks
designation and division of work	7.22	21.02	12	Sig at 5 %

The chi-square indicates that there is no association between the designation and division of work among the respondents and it is concluded from the study that the Opinion on division of work do not depends upon the designation of the respondent.

Table 3.18 Association between designation and work environment

N=60

Designation and work environment	Exceeds expectations	Meet expectations	On demand	Unconcerned	Indifferent	Total
Manager	0	1	4	1	0	6
Supervisor	2	1	5	1	0	9
Production foreman	5	2	10	8	1	36
General	0	5	8	4	2	19
Total	7	9	27	14	3	60
Total %	11.67	15	45	23.34	5	100

Source: primary data

It is seen from the above table that the opinion on work environment high score represent on demand (45%) among designation and lowest score(5%) represents appreciable.

Table 3.19

Factor	Calculated χ^2	Table Value	DF	Remarks
Designation and work environment	12.16	21.02	12	Sig at 5 %

The chi-square indicates that there is no association between the designation and work environment among the respondents and it is concluded from the study that the Opinion on work environment do not depends upon the designation of the respondent.

Table 3.20 Association between designation and in house facilities for opinion and quality control

N=60

Designation in house facilities	Strongly Agree	Agree	Neutral	disagree	Strongly Disagree	Total
Manager	4	2	0	0	0	6
Supervisor	3	2	1	3	0	9
Production Foreman	12	5	3	4	2	26
General	12	4	2	1	0	19
Total	28	13	6	8	2	60
Total %	46.67	21.67	10	13.34	3.34	100

Source: primary data

It is seen from the above table that the opinion on in house facilities high score represent strongly agree(46.67%) among designation and lowest score(3.34%) represents disagree.

Factor	Calculated χ^2	Table Value	DF	Remarks
Designation and in house facilities	10.22	21.026	12	Sig at 5 %

Table 3.21

The significant chi-square indicates that there is no association between the designation and in house facilities among the respondents and it is concluded from the study that the Opinion on in house facilities do not depends upon the designation of the respondent.

3.2.2 Association between experience and operational uniformity

N=60

Experience and operational uniformity	Appreciable	Favourable	Acceptable	Passive	Stringent	Total
Below 2yrs	7	4	1	8	0	20
2-5 yrs	18	12	2	2	0	34
Above 5 yrs	3	2	1	0	0	6
Total	28	18	4	10	0	60
Total %	46.67	30	6.67	16.67	0	100

Source: primary data

It is seen from the above table that the opinion on operational uniformity high score represent appreciable (46.67%) among experience and lowest score(0%) represents appreciable.

TABLE 3.23

Factor	Calculated χ^2	Table Value	DF	Remarks
Experience and operational uniformity	12.81158	15.56	8	Sig at 5 %

The significant chi-square indicates that there is no association between the experience and operational uniformity among the respondents and it is concluded from the study that the O operational uniformity facilities do not depends upon the designation of the respondent.

TABLE 3.24 Association between experience and inter departmental coordination

N=60

Experience and inter departmental coordination	Appreciable	Favourable	Acceptable	Passive	Stringent	Total
Below 2yrs	2	0	1	11	6	20
3-5 yrs	5	6	5	10	8	34
Above 5 yrs	0	1	3	2	0	6
Total	7	7	9	23	14	60
Total %	11.67	11.67	15	38.34	23.34	100

Source: primary data

It is seen from the above table that the opinion on inter departmental coordination high score represent passive (38.34%) among employees and lowest score(11.67%) represents appreciable.

Table 3.25

Factor	Calculated χ^2	Table Value	DF	Remarks
Experience and inter departmental coordination	28.04334	15.507	8	Sig at 5 %

The significant chi-square indicates that there is an association between the experience and inter departmental coordination among the respondents and it is concluded from the study that the inter departmental coordination facilities depends upon the designation of the respondent.

Table 3.26 Association between department and inter departmental coordination

N=60

Department and inter departmental coordination	Appreciable	Favourable	Acceptable	Passive	Stringent	Total
Admin	0	0	0	1	1	2
Education	5	2	10	12	3	32
Marketing	1	5	4	1	1	12
HR	3	2	0	4	1	10
Others	0	1	2	1	0	4
Total	9	10	16	19	6	60
Total %	15	16.67	26.67	31.67	10	100

Source: primary data

It is seen from the above table that the opinion on inter departmental coordination high score represent passive (31.67%) among department and lowest score(10%) represents stringent.

Table 3.27

Factor	Calculated χ^2	Table Value	DF	Remarks
Department and inter departmental coordination	20.92	26.296	16	Sig at 5 %

The chi-square indicates that there is no association between the department and inter departmental coordination among the respondents and it is concluded from the study that the inter departmental coordination facilities do not depends upon the designation of the respondent.

3.1.2 CAPACITY BUILDING

Develop standards in production

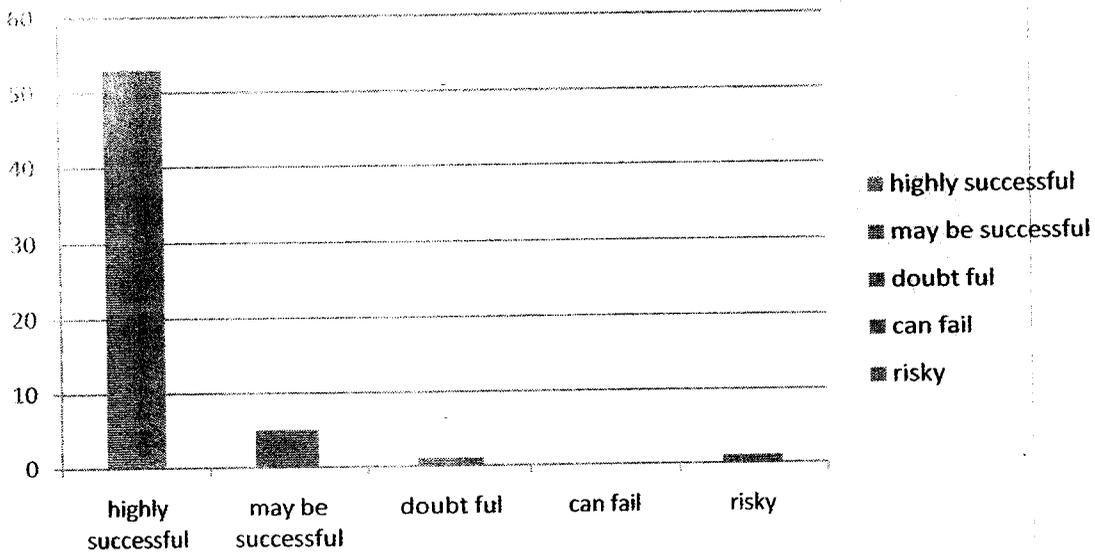
For the capacity building the weighted average method is used. Highest Weighted average value for the develop standards which is from the calculation of respondents opinion is 53. most of the respondents opinion is action taken on the develop standards in production is highly successful.

Formula= total no of respondents value/total respondents

TABLE 3.28

Functional areas	Result	Result%
Highly successful	53	88
May be successful	5	8
Doubt ful	1	2
Can fail	0	0
Risky	1	2

GRAPH.3.1 Develop standards in production



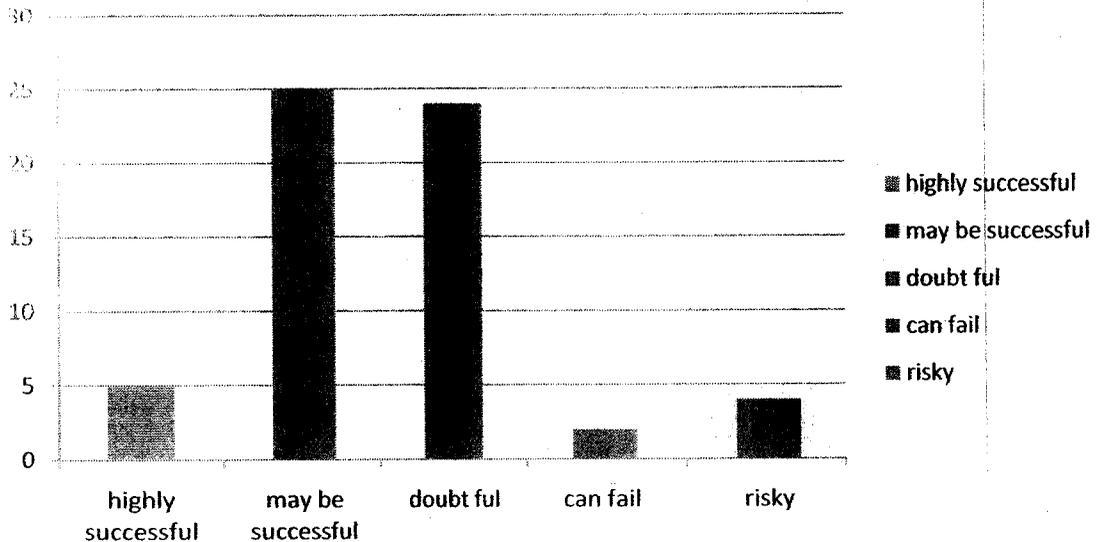
Enhancing market base

For the capacity building the weighted average method is used. Weighted average value for the Enhancing market base which is from the calculation of respondents opinion 25. Most of the respondents opinion is action taken on the enhancing market base in production is may be may be success full.

TABLE 3.29

Functional areas	Result	Result%
Highly successful	5	8.33
May be successful	25	41.67
Doubtful	24	40
Can fail	2	3.33
Risky	4	6.67

Graph3.2.Enhancing market base



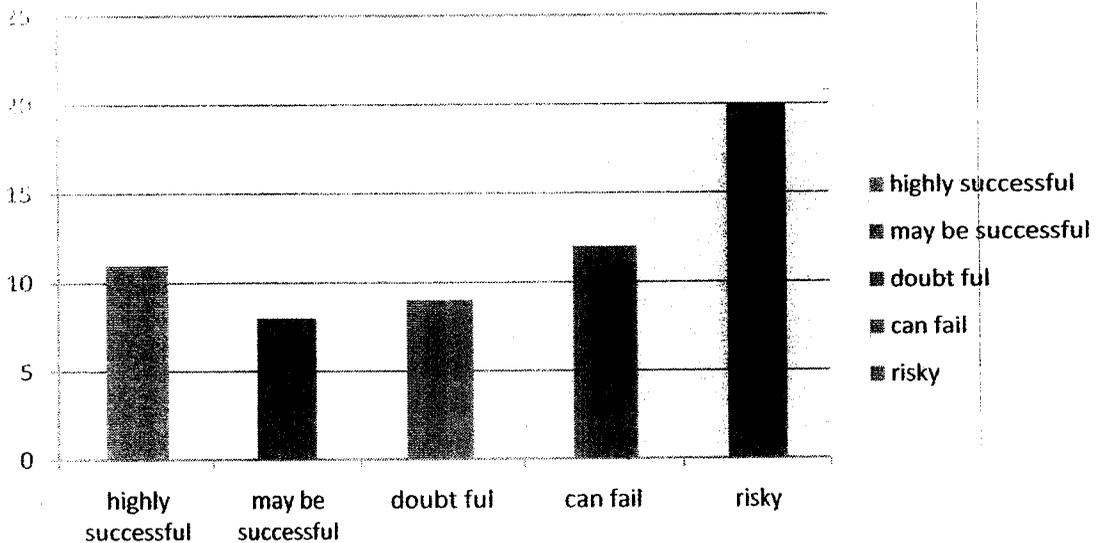
Networking with stack holders

For the capacity building the weighted average method is used. Weighted average highest value for the Networking with stake holders which is from the calculation of respondents opinion is 20. Most of the respondents opinion is action risky in the Networking with stake holders in production is risky.

TABLE3.30

Functional areas	Result	Result%
Highly successful	11	18.33
May be successful	8	13.3
Doubt ful	9	15
Can fail	12	20
Risky	20	33.3

GRAPH 3.3 Networking with stack holders



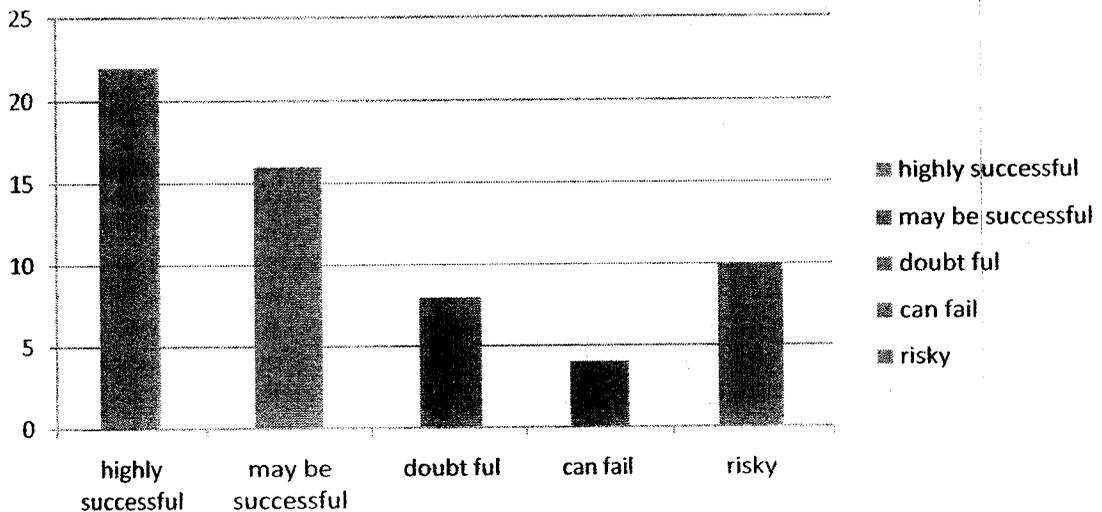
Collaborative efforts with other printers and packers

For the capacity building the weighted average method is used. Weighted average highest value for the Collaborative efforts with other printers and packers which is from the calculation of respondents opinion is 22. Most of the respondents opinion is action taken on the Collaborative efforts with other printers and packers in production highly successful.

Table3.31

Functional areas	Result	Result%
highly successful	22	36.7
may be successful	16	26.67
doubt full	8	13.33
can fail	4	6.67
risky	10	16.67

GRAPH 3.4
Collabrative efforts with other printers and packers



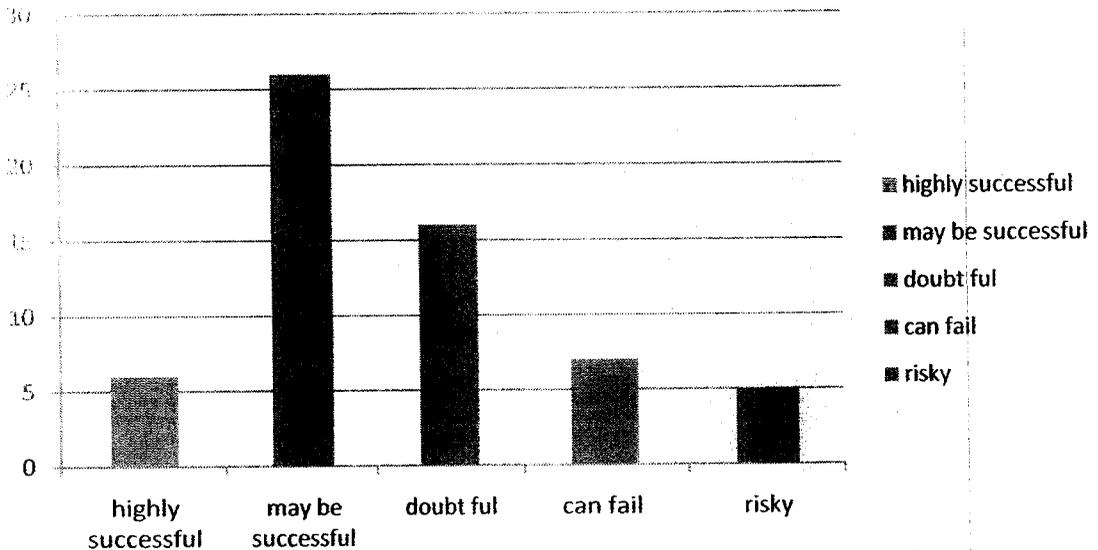
Revised budget estimate every year

For the capacity building the weighted average method is used. Weighted average highest value for the Revised budget estimate every year which is based on the calculation of respondents opinion is 26. Most of the respondents opinion is taken on the Revised budget estimate every year in production is may be successful.

Table 3.32

Functional areas	Result	Result%
Highly successful	6	10
May be successful	26	43.3
Doubt ful	16	26.67
Can fail	7	11.67
Risky	5	8.33

GRAPH 3.5 Revised budget estimate every year



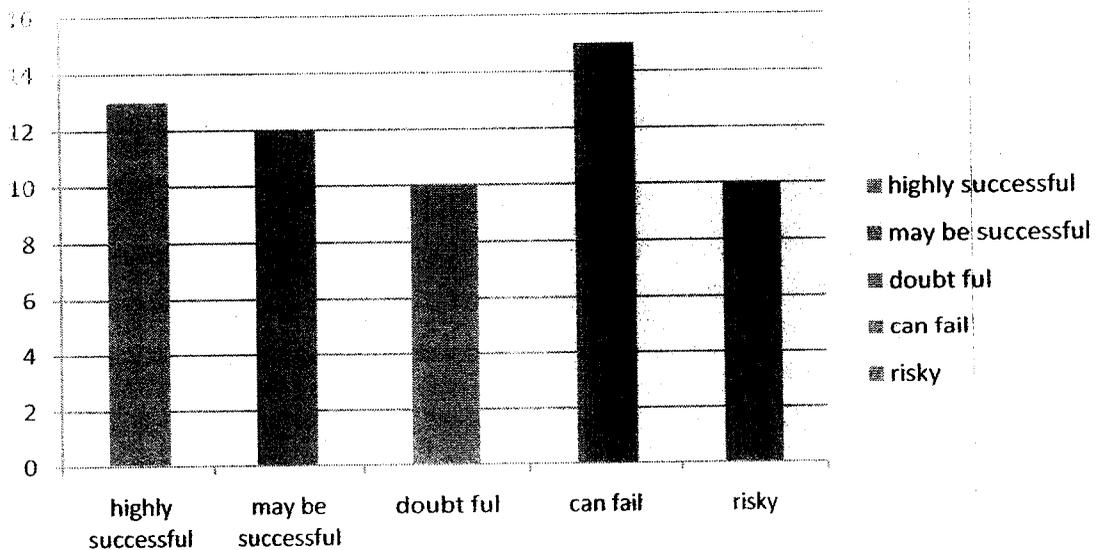
Pay for performance

For the capacity building the weighted average method is used. The weighted average value for the Pay for performance which is from the calculation of respondents opinion is 25. Most of the respondents opinion is action taken on the Pay for performance in production is may be can fail.

Table 3.33

Functional areas	Result	Result%
Highly successful	13	21.67
May be successful	7	11.67
Doubt ful	10	16.67
Can fail	15	25
Risky	10	16.67

Graph 3.6 Pay for performance



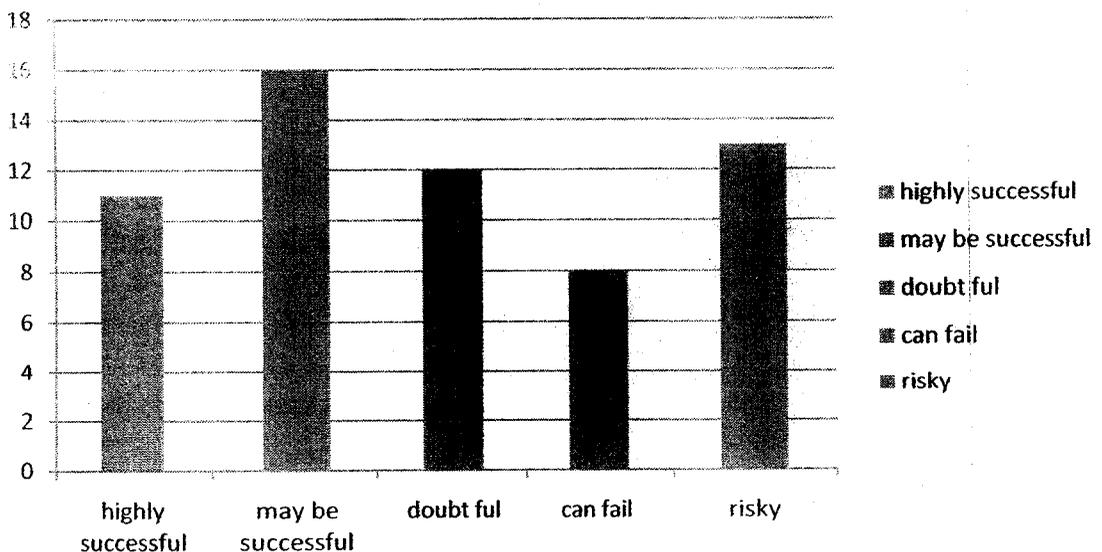
Partnering with technical consultants

For the capacity building the weighted average method is used. The weighted average highest value for the Partnering with technical consultants which are from the calculation of respondents opinion is 26. Most of the respondents opinion is action taken on the develop Partnering with technical consultants is may be successful.

Table3.34

Functional areas	frequency	Result%
Highly successful	11	18.33
May be successful	16	26.67
Doubt ful	12	20
Can fail	8	13.33
Risky	13	21.67

GRAPH 3.7 Partnering with technical consultants



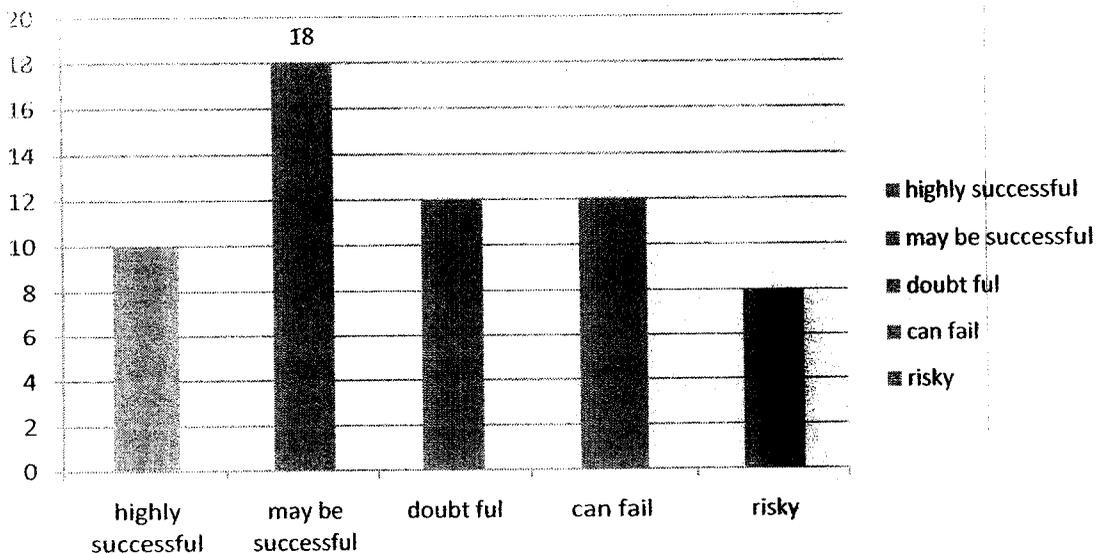
Training programs based on current business requirements

For the capacity building the weighted average method is used..
The weighted average value for the Training programs based on current business requirements which is from the calculation of respondents opinion is 18. Most of the respondents opinion is action taken on the develop Training programs based on current business requirements is may be successful.

Table 3.35

Functional areas	Result	Result%
Highly successful	10	16.67
May be successful	18	30
Doubtful	12	20
Can fail	12	20
Risky	8	13.33

GRAPH 3.8 Training programs based on current business requirements



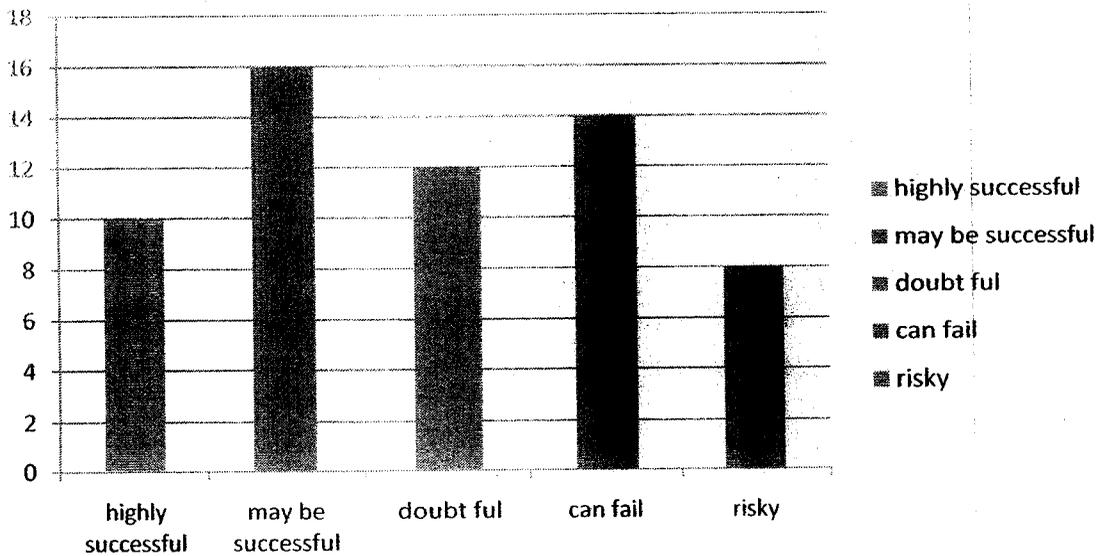
Open information sharing with the management

For the capacity building the weighted average method is used. Weighted average value for the Open information sharing with the management which is from the calculation of respondents opinion is 16. Most of the respondents opinion is action taken on the Open information sharing with the management in production is may be successful.

Table 3.36

Functional areas	Result	Result%
Highly successful	10	16.67
May be successful	16	26.67
Doubtful	12	20
Can fail	14	23.33
Risky	8	13.33

GRAPH 3.9 open information sharing with the management



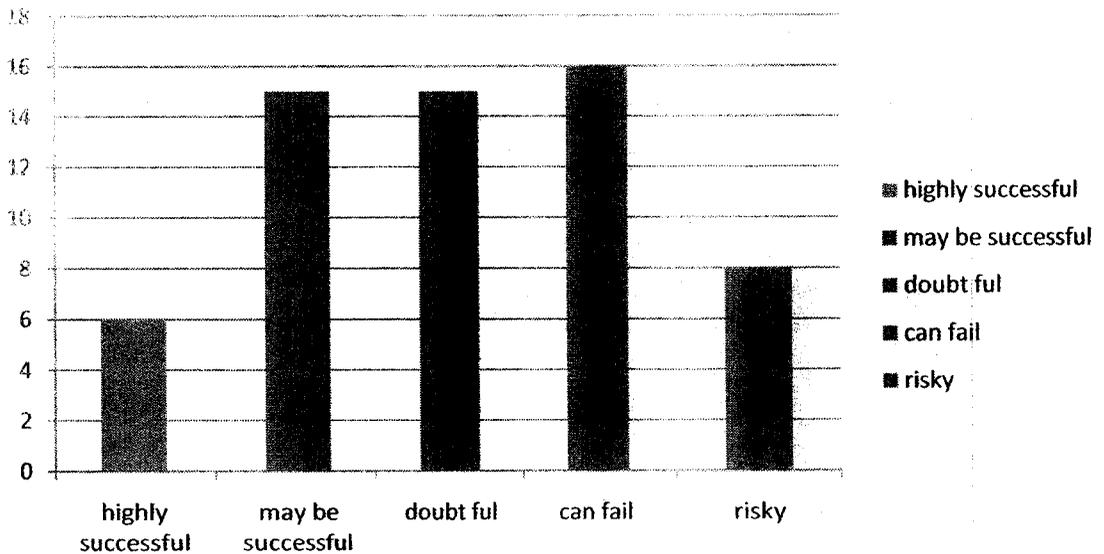
Convey performance on jobs

For the capacity building the weighted average method is used. Weighted average highest value for the Convey performance on jobs which is from the opinion of respondents opinion is 16. Most of the respondents opinion is action taken on the Convey performance on jobs in production is can fail.

Table 3.37

Functional areas	frequency	percent%
Highly successful	6	10
May be successful	15	25
Doubtful	15	25
Can fail	16	26.65
Risky	8	13.33
Total	60	100

GRAPH 3.10 Convey performance on jobs



CONCLUSIONS IN THE PROJECT

• 85% of the respondent's opinion is that action taken on the develop standards in production.

• 70% of the respondents opinion is that action taken on the Networking with stake holders in production is may be successful.

• There is no association between the department and adequate size and investment.

• There is no association between the department and operational uniformity.

• There is no association between department and leave And fringe benefits

• There is no association between designation and work environment.

• There is an association between experience and inter departmental coordination.

• There is an association between department and role clarity.

• 36% of the respondents opinion is that action taken on the Collaborative efforts with other printers and packers in production is highly successful.

• 6% of the respondents opinion is that action taken on the revised budget estimate every year in production is highly successful.

• Most of the respondents opinion is that action taken on the Pay for performance in production is may be successful.

• Most of the respondents opinion is that action taken on the develop Partnering with technical consultants is may be successful.

• 26.7% of the respondent's opinion is that action taken on the Convey performance on jobs in production can fail.

IX SUGGESTIONS AND RECOMMENDATIONS

In view of the findings, the following are some suggestions for improving factors contributing to good quality of work life.

1. Job responsibility should be clearly mentioned.
2. Promotional activities have to be increased based on the executive's ability. The negative opinion on development programs and training programs exists. This should be eradicated by conducting additional, informative training programs to the executives.
3. The physical working environment may still be enriched to satisfy the employees.
4. The staff and working category people should be empowered to take active part in decision making.
5. All the employees must be made aware of the importance and advantages of the team work and still a strong team spirit has to be developed among them.
6. In order to make the employees feel free from their work stress certain refreshment activities may be introduced.
7. Tour can be arranged once in a year.
8. Has to develop a friendly work environment and good relationship with other workers to increase the morale.

CONCLUSIONS

The study conducted on the factors contributing towards “**performance measurement and capacity building**” at Himalayam Kartons stress the importance of improving the working condition for the organization effectiveness and productivity.

The primary data to set a questionnaire were collected from the books and some journals. Based on that questionnaire prepared, Data were collected from 100 employees belonging to different department and categories.

The data collected from the employees of different age, income groups were studied and analyzed carefully. The analysis shows that the working condition affects the attitude and satisfaction of the employees.

This study helped the researcher and the management to identify,

1. The working conditions, job and level of satisfaction of the employees towards the company,
2. The attitude of the employees with regard to the interpersonal relationship and communication.
3. The attitude of the employees towards their development, growth and rights.

Thus the objective of the study is fulfilled and this study has highlighted the areas where improvements are needed. A clear understanding on the causes and consequences of these factors, about working condition, can help managers to diagnose better and solve employee's problems.

A STUDY ON PERFORMANCE ASSESSMENT FOR CAPACITY BUILDING IN SMALL AND MICRO ENTERPRICES WITH SPECIAL REFERENCE TO HIMALAYAM KARTONS, TIRUPPUR

QUESTIONNAIRE

1. Gender :
 - a. Male b. Female

2. Age:
 - a. Below 20 b. 20 – 30 c. 30 -40 d. 40- 50 e. Above 50

3. Department:
 - a. Administration b. Operation c. Marketing d. Inventory and Logistics e. House keeping

4. Experience:
 - a. Below 2 years
 - b. 2 – 5 years
 - c. Above 5 years

5. Job Profile:
 - a. Machine operator
 - b. Stores
 - c. Shop floor
 - d. Sales and Merchandising
 - e. Office
 - f. Others

6. Designation:
 - a. Manager
 - b. Supervisor
 - c. Production Foreman
 - d. General

SECTION ONE : ORGANISATION DESIGN

I.No	Design Environment variables	Appreciable	Favorable	Acceptable	Passive	Stringent
DE -1	Adequate size and Investment					
DE -2	Role Clarity					
DE -3	Division of					

	work/Specialization					
DE -4	Research and development					
DE -5	Inter Departmental coordination					

SECTION TWO: PROCESS MANAGEMENT

I.No	Facilitating Factors (Process)	Appreciable	Favorable	Acceptable	Passive	Stringent
PM-1	Well defined process					
PM-2	Operational uniformity					
PM-3	Safety and occupational health					
PM-4	Controlled Absenteeism					

SECTION THREE: QUALITY MANAGEMENT

I.No	Facilitating Factors (Product)	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
QM -1	Leverage production standards to meet competition					
QM -2	Accredited by certifying agencies					
QM -3	In-house facilities for inspection and quality control					

SECTION FOUR: COMPETITIVE ADVANTAGE

I.No		Strong	Commendable	On par with the competitors	Weak	Nil
CA - 1	Possession of exclusive production knowledge					
CA - 2	Availability of specialized personnel for production and operation					

SECTION FIVE: EMPLOYEE REFERENCE

I.No	Contributing Factors	Exceeds expectation	Meet expectations	On demand	Unconcerned	Indifferent
ER 1	Shift timings					
ER - 2	Leave and fringe benefits					
ER - 3	Medical benefits					
ER - 4	Provision of loans and advances					
ER - 5	Compensation and rewards					
ER - 6	Work environment					
ER - 7	Transport facilities					
ER - 8	Canteen and refreshments					

SECTION SIX: CAPACITY BUILDING

CB	Functional areas	Highly successful	May be Successful	Doubtful	Can fail	Risky
CB-1	Develop standards in production					
CB-2	Enhancing market base					
CB-3	Networking with stake holders					
CB-4	Collaborative efforts with other printers and packers					
CB-5	Revised budget estimate every year					
CB-6	Pay for performance					
CB-7	Partnering with technical consultants					
CB-8	Training programs based on current business requirements					
CB-9	Open information sharing with the management					
CB-10	Convey performance on jobs					

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