

CHAPTER- I

INTRODUCTION

1.1 Background of the Study

Nepal is a land-locked developing country. Its per capita income is very low. The national economy is damaged due to unstable political situation & last 13 years freedom fight. At present two big neighbors countries like India & China's economic growth rate is near to 10% where as our economic growth rate is near to 4.3%. On the other hand our Inflation rate is near to 8%.

In this situation our country & Investors are not able to invest for very big project or Industry. But we are able to invest in small & medium enterprises; basically agro & forestry based industries are suitable for our country. This is the reason that need of Small & Medium Enterprises (SMEs) is essential for our country. They should know about the effect on productivity and used productivity techniques in such organizations.

1.1.1 Introduction of Productivity

A general definition is that productivity is the relationship between the output generated by a production or service system and the input provided to create this output. Thus productivity is defined as the efficient use of resources- labour, capital, land, materials, energy, information- in the production of various goods and services.

This is usually stated as:

$$\frac{\text{Output}}{\text{Input}} = \text{Productivity}$$

Productivity is a comparative tools for managers, Industrial, engineers, economists, and Politicians. It compares production at different levels of the economic system (individual and shop- floor, organizational, sectoral and national) with resources consumed.

The ILO has for many years promoted an advanced view of productivity which refers to the effective and efficient utilization of all resources, capital land, materials, energy, information and time, in addition to labour. In promoting such views, one must combat some common misunderstanding about productivity.

First, Productivity is not only labour efficiency or "labour Productivity"- although labour Productivity statistics are still useful policy -making data. Second, the misconception is that it is possible to judge performance simply by output. The latter may be rising without an increase in Productivity if, for instance, input costs have risen disproportionately.

Third, the problem is confusion between Productivity and profitability. In real life profit can be obtained through price recovery even though Productivity may have gone down.

Hence there is one more misunderstanding - confusing productivity with efficiency. Efficiency means producing high- quality goods in the shortest possible time. But we have to consider if these goods are needed.

Forth, a mistake is to believe that cost- cutting always improves Productivity. When done indiscriminately, it can make matters worse in the long term.

1.1.2 ABOUT "Packaging Products Pvt. Ltd."

Packaging Products P. Ltd. is a wrapper industry. It makes different types of wrappers that is used by the different companies to safe and make the brand name of their products.

This industry located in the Pasikot VDC, Chapali Ghumati, Budhanilkantha, Kathmandu, Nepal. It's head office is in the lazimpat, Kahmandu (In front of the Sangrila Hotel).

The company is a private company, established in 1997 as manufacturer. Its main products are three layers wrapper. Its production capacity is more than 1500 kg per day (i.e. 8 working hours). Only 70 Employees are working here because it is a technology based industry.

The main raw material transparent polister, Metalised polister, PP Dana, Metalized BOPP, HS BOPP etc are hired from foreign like India, China etc. This company is using the Productivity Improvement approach to improve its quality.

There are two main competitors of this industry in the Katmandu valley. They are the Quality Printers & Roto Wrappers. Beside this Asian Printers, PPI, Saghai Plastic Jagdamba Roro Wrapper, Priya Plactic & Packaging, Star Printing & Packaging etc are its main competitors outside the valley.

It is famous for quality printing. It has not been doing any kind of marketing activities for promotion of this business. It has two gravure machines. Among this, one is the eight colors automatic printing machine and other is the six colors manual machine.

1.2 Objective of the Study

Objective means the desired output. The main goal of productivity analysis is to show the relationship between individual & team-work; Cultural effect on work; team work & productivity; profit due to individual as well as team work; productivity & creativity etc. And recommend appropriate suggestions to the management.

The main objectives of the study are as follows:-

- To measure the present status of productivity of this Organization.
- Effect of the techniques used to improve the productivity.
- Links between Employees motivation & Productivity.
- Its wastage & their effect on environment.

1.3 Scope & Significance of the Study

Nepalese economy is declining towards the recession day to day. No any manufacturing organization is running in its optimum capacity & its balance track. In this situation use of productivity technique & its importance becomes much more compulsory for better productivity to earn high profit.

This is the reason the need & scope of this study is more important.

1.4 Limitation of the Study

This research is fundamentally based on the direct observation; Interview; Record Books & data published by the organization (Packaging Product Pvt. Ltd.). So following are the some major limitations of the study:-

The study will try to cover the data or records of last three years.

- The research is based on both primary & secondary data & the researcher will analyze it.
- The accuracy of the research will be depends upon the true response of the organizations employees.
- Time & viability of resources are the main limitations of the study.
- This study is only concern with the fulfilling in partial requirement in Masters of Business Studies (MBS).

1.5 Organization of the Study

This research work is divided into five chapters. These are:

Chapter- I Introduction

This chapter provides general introduction of financial situation of present stage in the real field. Significance /Objectives/ Limitation of the study, statement of problems, rational for selection of area and financial policies/ strategies of packing product are also a part of this chapter.

Chapter-II Review of Literature

This chapter provides information about different issue of financial, related with this topic by the help of different books, journals, reports and research.

Chapter III Research Methodology

This chapter provides information about the data collection procedure.

Chapter -IV Data Presentation and Interpretation

In data presentation and Interpretation chapter research chapter data are tabulated and are shown in the form of table, bar graphs and pie charts. major findings

Chapter –V Summary, Conclusion and Recommendations

Last chapter is concerned with summary, conclusion, recommendations and bibliography Appendices.

CHAPTER-II

REVIEW OF LITERATURE

2.1 Conceptual Review

2.1.1 Meaning of Productivity

Among the many hundreds of economic variables that we confront each day, the most important of these is clearly labor productivity. This is because it is simply impossible to have a sustained rise in average consumption per person without a continuous rise in productivity. Indeed, progress might well be measured by growth in productivity. This is not to say that other social factors such as a higher life expectancy, less pollution and crime, a more reasonable distribution of income and wealth, better health, and reduced risk and uncertainty play important contributing roles in social progress. Rather, what appears to be true is that many of these social indicators tend to improve over time with the growth in productivity. Higher productivity allows us to turn our attention to many of these important issues. Society's growth in welfare, now and in the future, crucially depends on the strong and steady growth in its labor productivity.

But, what is labor productivity? The typical way that productivity is measured is to take total output and divide by the total number of labor hour used to produce that output. It is therefore the average amount of output per labor hour expended during the measurement period. Any factor that allows the same amount of labor to produce a larger output is a factor that increases productivity.

Naturally, there are an exceedingly large number of such factors, which makes it difficult to organize a consensus on how best to boost productivity. This has led economists to focus upon a limited number of salient determinants of productivity growth, and ask how efforts should be directed to raise such growth.

It is important to realize that measuring productivity is not an exact science. The definition makes it seem quite simple to measure, since it is the ratio of two numbers --total output and total labor hours. Unfortunately, these two numbers are not easy to ascertain precisely. For example, when we compute total output we must have a way of combining the total amount of steel produced with the total amount of bread produced. The situation is further complicated by the fact that much of the output is in the form of services which are not standardized like steel and bread. A trip to the doctor today is not the same as it was 15 years ago. The quality of service has certainly improved greatly -- but in what way can we say that the quantity of service has changed? Even if we could avoid these problems, we still do not have complete data on the total number of labor hours, which must be estimated by surveying a limited number of industries. The upshot of this is that we cannot place great confidence in short run movements in productivity growth, but instead we must direct our attention to longer run trends in the measure. Some economists choose to look at productivity growth in manufacturing, since this is measured more precisely.

The drawback to looking only at manufacturing is that it represents a small proportion of the total economy and may be misleading for that reason. Over half of any modern economy is devoted to the service sector, and we know that it is very difficult to measure productivity gains for services rendered.

One other point needs to be mentioned about productivity. Ideally we would like to see labor enjoy a high and growing real wage rate. After all, the purpose of working is to earn a wage which will allow us to buy the things which we want, now and in the future. But, the real wage (i.e., the amount of output which the money wage will buy) is determined by how much the average worker produces during the hour he or she works. This is just productivity so, to have a high real wage we must have a high level of Productivity. There is no other way to have it.

2.1.2 What is Productivity?

Productivity = Value/Time (productivity equals value divided by time) by this definition there are two primary ways of increasing productivity:

- 1) Increase the value created
- 2) Decrease the time required to create that value

We can complicate this definition by including other factors like energy and resources, but I prefer the simplicity of time because in most cases factors like energy and resources are reducible to time anyway. Time also makes it very easy to compare different levels of productivity, such as output per hour or per day. Apparently you can make some significant gains on the time side. There are many personal productivity optimizations which, especially if you introduce them in your youth, will produce a massive net savings of time over the course of your life. Consider your typing speed, for instance. If you invest the time to get your speed up to 90 words per minute or faster, it will be well worth the initial time investment if you happen to do a lot of typing over your lifetime, compared to allowing your speed to linger at 50 wpm or slower year after year. The extra hours of practice will be nothing compared to the time you save typing emails, letters, entries over the next few decades. Other time-based optimizations include improving your sleeping habits, minimizing commute time, or dropping time-wasting habits like smoking.

The main limit of time-based optimizations is that the optimization process requires an input of time itself. It takes time to save time. So the more time you invest in optimizing time usage, the greater your initial time investment and the greater your need for a long-term payoff to justify that investment. This limit creates an upper bound for any time-based optimizations you attempt, in accordance with the law of diminishing returns. The more time you invest in any optimization attempt, the lower your net return, all else being equal.

This law of diminishing returns points us back to the value side. While we might be stuck with diminishing returns by trying to optimize the time side alone, we may notice that working to optimize the value side is less limiting and more open-ended.

2.2 Meaning of Packaging

The task of keeping, packing, wrapping, or binding commodity in sack, cloth, paper, box can, bottle, etc. according to the nature of product is called packing. But, the word packaging does not limit the meaning to only packing; wrapping or binding in anything, rather it also works for sales promotion. Packaging is also a container, box or can in an attractive, safe and comfortable manner.

William M Pride and Q.C. Ferrel have said -“Packaging involves the development of a container and a graphic for a product.”

William Stanton and C. Futrell have said –“Packaging may be defined as all activities involved in designing and producing the container or wrapper for a product.”

2.2.1 Function of Packaging

Packaging is one of the important functions in marketing. The task of keeping any product in container, carton, or wrapping in, binding with, or keeping in boxes etc.

The important functions are:

Containment

To provide proper and safe container or place for keeping any product is an important function of packaging. The function of designing, producing and providing containers, boxes bottles, paper, or paper-bags etc.

Protection

The main or important function and objective of packaging is to keep the products safe and fresh. Packaging helps to protect products from the possibility of loss, damage, decline in quantity and quality, color, size etc that may be caused by sun, rain, dust insects, air and so on.

Identification

Packaging gives short information of different kinds of products and their producers. Every producers and seller select color, size, design of container or box, and package their products in a way that they look different from competitors' products. This makes customers easy to identify the same-nature products of different form.

Promotion

The other important objective and function of packaging is to promote sales of the product. If the product has been packaged in attractive material nicely, it plays important role in sales promotion. Attractive packaging draws attention of customers.

Prestige

The other function of packaging is to create brand prestige of product. A quality product properly packaged in good material becomes prestigious.

2.2.2 Productivity Improvement Factors

The production process is complex, adaptive, on-going social system. The inter-relationships between labour, capital and the socio-organizational environment are important in the way they are balanced and co-ordinate into an integrated whole. It is important, in connection with this, to distinguish three main productivity factor groups:

- Job-related;
- Resources-related;

- Environment-related.
- There are two major categories of productivity factors:
- External (not controllable)
- Internal (controllable)

The external factors are those which are beyond the control of individual enterprise and the internal factors are those within its control.

2.2.3 External Factors Affecting Enterprise Productivity

The factors should be understood taken into consideration by management when planning and implementing productivity programmers. The factors are:

Structural Adjustments

Structural changes in society often influence national and enterprise productivity independently of enterprise management. The most important structural changes are economic, and social and demographic.

Economic Changes

The most important economic changes are in employment patterns and the composition of capital, technology, scale and competitiveness. Employment shifts from agriculture to manufacturing industry have caused an economic-wide increase in productivity that has surpassed productivity growth within any one sector in developed countries.

A second historical structural change is the move from manufacturing into service industries. These include wholesale and retail trade, finance, insurance, real estate, personal and business services and number of others.

Variation in the composition of capital, its relative intensity, age and kind also affect productivity. The growth of capital depends on saving and investment.

The age of capital stock also influence the diffusion of innovations to the extent that technological change is embodied in new investment goods.

Demographic and Social Changes

Structural changes in the labour force are both demographic and social. The high birth rates and low mortality rates of the post-war period sent world population soaring from 2.5 thousand million in 1950 to 4.4 thousand million in 1980. By the mid – 1980s, the post war baby boom was beginning to reach the job market. At the same time number of women entering the labour force was steadily rising.

Nature Resources

The most important natural resources are manpower, land, energy and raw materials.

Manpower

People are the most precious natural resource. Several developed countries such as Japan and Switzerland, which lack land, energy and mineral resources, have found that their single most important source of growth is people, their skills, education and training, attitude and motivation, and development.

Land

Land requires proper management, development, and a national policy. For example, industrial expansion and intensive farming have become aggressive consumers of the most fundamental material input, land.

Energy

Energy is the next important resource. The drastic change in energy prices during the 1970s was the single most important cause of declining productivity and economic growth.

Raw Materials

Raw materials are also an important productivity factor. Raw materials prices are subject to the same kind of fluctuations as oil prices, though in less extreme forms.

Government and Infrastructure

Government policies, strategies and programmes greatly affect productivity through:

- Practices of government agencies;
- Regulation (such as price control, income and wage policy);
- Transportation and communications;
- Power;
- Fiscal measures and incentives (interest rates, tariffs, taxes)

2.2.4 Internal Factors of Enterprise Productivity

Since some internal factors are more easily changed than others, it is useful to classify them into two groups: hard (not easily changed) and soft (easily changed).

Hard Factors

Product

Product factor productivity means the extent to which the product meets output requirements.” Use Value” is the amount that the customer is prepared to pay for a product of given quality.

Plants and Equipment

These play a central role in a productivity improvement programme through:

Good maintenance;

- Operating the plant and equipment in optimum process condition;
- Increasing plant capacity by eliminating bottle-necks and by corrective measures;

- Reducing idle time and making more effective use of available machines and plant capacities.

Technology

Technological innovation constitutes an important source of higher productivity. Increased volume of goods and services, quality improvement, new marketing methods. etc.

Materials and energy

Even small efforts to reduce materials and energy consumption can bring remarkable results. These vital sources of productivity include raw materials and indirect materials (process, chemicals, fuels, packing materials etc).

Soft Factors

People

As the principal resource and the central in productivity improvement drives, the people in an organization all have a role to play as workers, engineers; managers, entrepreneurs and trade union members. Each role has two aspects; application and effectiveness.

Organization and System

The well- known principles of good organization such as unity of command, delegation and span of control, are intended to provide for specialization and division of work and co-operation within the enterprises.

Work Method

Improved work methods, especially in developing economics Where capital is scarce, technology intermediate and labour-incentive methods dominant constitute the most promising are of productivity.

2.3 What is the “Value” in our Productivity Equation?

Value is a quality you must define for yourself. Hence, any definition of productivity is relative to the definition of value. In circles where people can agree on a common definition of value, they can also agree on a common definition of productivity.

However, in terms of your own personal productivity, you aren't obligated to define value the same way anyone else would. You are free to adopt your own definition, such that your pursuit of greater productivity becomes a personal quest that produces the value that matters most to you. Too often we adopt a socially conditioned definition of value, which tends to be very limiting. Perhaps we define value in terms of work output within our career, number of tasks completed, number and quality of important projects finished, etc.

We may not be able to verbalize it clearly, but perhaps you have a working definition of value that feels comfortable to you. We can tell when we've had a productive day and when we haven't based on how much value you created, in accordance with our own sense of what value means. But how much conscious thought did we put into your personal definition of value? We are going to challenge to put a bit more thought into definition, which will consequently redefine our sense of productivity.

2.3.1 Impact of Productivity

First, according to the definition of value, to what extent is the value provided? Who receives the value? ourselves, our boss, our coworkers, our friends, our family, our company, our customers, our team, certain investors, our community, our country, the world, our family, God, all conscious beings, etc? What degree of value is ultimately received by each person or group? Are we providing value to one person, 10 people, 100 people, 1000 people, millions of people, the whole planet? How much do we feel the value we provide ripples

outward beyond those we provide it to directly? How quickly do those ripples dissipate? What's our sense of the basic level of impact of our value? Is it limited or expansive?

For example, if we're the CEO of a Fortune 500 corporation or the leader of a country, we'll have a far greater ability to provide value to large numbers of people us. if you work as a janitor. The more people we can influence, the greater your potential value. Greater leverage means greater potential impact.

Endurance

Secondly, how long does the value you create endure? An hour, a day, a week, a month, a year, a decade, a lifetime, 100 years, 1000 years, 10,000 years, until the end of time? To what extent does your value carry forward in time? Is it quickly consumed and forgotten? Or does it continue to regenerate itself year after year? Does your value create ripples through time?

The Mona Lisa is still providing value hundreds of years after its creation. But other works of art do not provide any enduring value beyond the lifetime of the artist. They are quickly abandoned and eventually replaced. Because a new theoretical concept could yield a more accurate understanding of the universe.

Essence

Thirdly, what is the essence of the value you produce? Do you help people survive? Entertain them? Enlighten them? How much do others value what you produce? What price would they be willing to pay for it? Do they consider your value essential, optional, or undesirable? How unique is your value? Are you the only one who can provide it, or are there plenty of equivalent choices? The essence of value provided by a janitor is low because it is easy to find people to do such work for little pay. The essence of value of a physicist is potentially enormous.

Volume

Lastly, what is the volume of value you create? How much of it are you putting out in a given period of time? What is the quantity in which you produce that value? For example, Picasso was a prolific artist who created hundreds of different works over his lifetime. Other artists had a far lower volume of output. So now we have this little formula:

$$\text{Value} = \text{Impact} \times \text{Endurance} \times \text{Essence} \times \text{Volume}$$

And therefore:

$$\text{Productivity} = \text{Impact} \times \text{Endurance} \times \text{Essence} \times \text{Volume} / \text{Time}$$

Now what's interesting here is that most of the productivity literature I've read focuses almost exclusively on volume and time. But those are the most limiting parts of this equation. However, they're also the easiest to write about. I think the most important long-term factors to consider when optimizing productivity (whether that of an individual, corporation, country, or other entity) are impact, endurance, and essence. And the most important of these three is essence. For example, let's consider the productivity of a blogger.

The impact of a blogger's value would be related to the blog's traffic levels and overall influence among its readers. How many people are reading the blog, and how much do they value what the blogger writes? To improve impact a blogger could increase traffic to the blog or improve his/her writing skills in order to have a deeper effect on the readers. Impact can also be increased if the readers then go out and tell others about what they've read. Furthermore, the blogger could use the blog as a means for self-exploration, thereby increasing the impact of the blog on the blogger's own life.

The endurance of a blogger's value would be the long-term effect on the blog's readers, if any. Is the blog changing the long-term thinking and behavior

patterns of its readers? Do the readers quickly forget what they read on the blog, or does the information stay with them? Are the readers permanently haunted by what they've read?

The *essence* of a blogger's value depends on the topics the blogger writes about. Is the blogger writing throw-away posts to get a laugh or generate traffic, or is there a serious commitment to providing deep value? What is the nature of the blogger's value delivery? Is it financial advice that could help a person become wealthy? Does it provide solutions to important problems? Or is it mostly fluff? And of course the volume of a blogger's value would be the quantity of words and posts the blogger delivers. Now extend this line of thinking to your life as a whole, well beyond the boundaries of your career. What is the ultimate impact of your life? How many lives are you touching? Are you a person of influence? or do you exist in relative obscurity? What will be the endurance of your life's value? Will your lifetime contributions turn out to be largely insignificant? Or will your contributions ripple on for centuries? What of your value will survive your own death? What of your value will you have the potential to retain after you die (assuming there is an afterlife of sorts)?

And finally, what will be the essence of your life's value? What is the heart of your contribution? Are you here to play follow the follower? Are you in pursuit of a worthwhile destiny? When you consciously consider the value you're providing, do you feel empty and fearful or peaceful and fulfilled? What is the meaning behind your deeds? Was that meaning consciously chosen? You cannot optimize your productivity without consciously and deliberately optimizing these factors. True productivity is far more than volume / time. If you neglect the importance of impact, endurance, and essence, you doom yourself to the pursuit of spinning your wheels faster and faster and missing the whole point of life. And the worst part is that as you live, you will know this to be true. You will sense the hollowness and emptiness in all that you do. When

you consider your output in light of the boundlessness of time and space, it becomes nothing.

Essence is the single most important factor. Until you discover the true essence of your life, you can never really be productive. You can take for granted that any task you perform will have a nonzero impact, endurance, and volume. Those factors may be very small if the task is trivial, but they'll be greater than zero. However, if the core essence of any task amounts to zero, then your total productivity is zero. If you miss the point of your life, your ultimate productivity is zero, no matter how hard you work and how well you attempt to optimize all the other factors. If you gain the whole world and lose your soul, your ultimate payoff is zero. That essence is your purpose. This is why it's so important to discover your life's purpose. It doesn't matter how long it takes. In fact, the only truly productive task you can perform before you know your purpose is to work to discover what that purpose is. The pursuit of essence is essential if you wish to have a nonzero productivity.

Once you discover your essence, you'll find that all those other factors begin to optimize themselves very easily. Embracing essence creates passion, and passion increases impact, endurance, and volume. Passion also makes time seem to pass more slowly. Passion provides the energy and attracts the resources to manage time more efficiently. Passion allows you to see the present moment as inherently complete and perfect instead of perceiving life as incomplete and imperfect. The discovery of essence automatically optimizes productivity as a whole.

Find a person who knows and embraces their life's purpose, and you'll find a truly productive person. But in the absence of purpose, you'll find busy-ness, but never productivity — the volume of output created might as well be tossed on the trash heap. It will have no power to endure.

Purpose is rooted in the permanent, the timeless, the unbounded. It is the *essence* of what is real. Purpose is conscious and alive. Outside of purpose you can work only with the temporary, the time bound, the limited — the ghost projections of reality but not reality itself.

Be productive. Spend your time discovering your essence, and then devote the rest of your life to working from your essence. Then you will live and work with a sense of boundless productivity because essence itself is boundless.

2.4 Importance of Productivity

This is important because more of the increase in gross national income, or GDP, is produced by improving the effectiveness and quality of manpower than by using additional labour and capital. In other words, national income, GDP, grows faster than the input factors when productivity is improved. Productivity improvement, therefore results in direct increase in the standard of living under conditions of distribution of productivity gains according to contribution.

At present, it would not be wrong to state that productivity is the only important world-wide source of real economic growth, social progress and improved standard of living.

The importance of the social side of productivity has increased considerably. A Study among managers and trade unions in some American firms shows that most managers (78%) and union leaders (70%) do not employ only quantitative definitions of productivity.

They prefer a boarder, more qualitative conception, related to the organization concerned. By productivity, management and union policy-makers refer, essentially, to the overall effectiveness and performance of individual organizations.

Generally speaking, productivity could be considered as a comprehensive measure of how organizations satisfy the following criteria:

- Objectives: The degree to which they are achieved.
- Efficiency: How effectively resources are used to generate useful output.
- Effectiveness: What is achieved compared with what is possible.
- Comparability: How productivity performance is recorded over time.

2.5 Aspects of Productivity

Productivity Studies

Productivity studies analyze technical processes and engineering relationships such as how much of an output can be produced in a specified period of time (see also Taylorism). It is related to the concept of efficiency. While productivity is the amount of output produced relative to the amount of resources (time and money) that go into the production, efficiency is the value of output relative to the cost of inputs used. Productivity improves when the quantity of output increases relative to the quantity of input. Efficiency improves, when the cost of inputs used is reduced relative the value of output. A change in the price of inputs might lead a firm to change the mix of inputs used, in order to reduce the cost of inputs used, and improve efficiency, without actually increasing the quantity of output relative the quantity of inputs. A change in technology, however, might allow a firm to increase output with a given quantity of inputs; such an increase in productivity would be more technically efficient, but might not reflect any change in locative efficiency.

Increases in Productivity

Companies can increase productivity in a variety of ways. The most obvious methods involve automation and computerization which minimize the tasks that must be performed by employees. Recently, less obvious techniques are being employed that involve ergonomic design and worker comfort. A

comfortable employee, the theory maintains, can produce more than a counterpart who struggles through the day. In fact, some studies claim that measures such as raising workplace temperature can have a drastic effect on office productivity. Experiments done by the Japanese Shiseido Corporation also suggested that productivity could be increased by means of perfuming or deodorizing the air conditioning system of workplaces. Increases in productivity also can influence society more broadly, by improving living standards, and creating income. They are central to the process generating economic growth and capital accumulation. A new theory suggests that the increased contribution that productivity has on economic growth is largely due to the relatively high price of technology and its exportation via trade, as well as domestic use due to high demand, rather than attributing it to micro economic efficiency theories which tend to downsize economic growth and reduce labor productivity for the most part. Many economists see the economic expansion of the later 1990s in the United States as being allowed by the massive increase in worker productivity that occurred during that period. The growth in aggregate supply allowed increases in aggregate demand and decreases in unemployment at the same time that inflation remained stable. Others emphasize drastic changes in patterns of social behavior resulting from new communication technologies and changed male-female relationships.

Labor Productivity

Labour productivity is generally speaking held to be the same as the "average product of labor" (average output per worker or per worker-hour, an output which could be measured in physical terms or in price terms). It is not the same as the marginal product of labor, which refers to the increase in output those results from a corresponding increase in labor input. The qualitative aspects of labor productivity such as creativity, innovation, teamwork, improved quality of work and the effects on other areas in a company are more difficult to measure.

Marx on Productivity

In Karl Marx's labor theory of value, the concept of capital productivity is rejected as an instance of reification, and replaced with the concepts of the organic composition of capital and the value product of labor. A sharp distinction is drawn by Marx for the productivity of labor in terms of physical outputs produced, and the value or price of those outputs. A small physical output might create a large value, while a large physical output might create only a small value - with obvious consequences for the way the labor producing it would be rewarded in the marketplace. Moreover if a large output value was created by people, this did not necessarily have anything to do with their physical productivity; it could be just due to the favorable valuation of that output when traded in markets. Therefore, merely focusing on an output value realised, to assess productivity, might lead to mistaken conclusions. In general, Marx rejected the possibility of a concept of productivity that would be completely neutral and unbiased by the interests or norms of different social classes. At best, one could say that objectively, some practices in a society were generally regarded as more or less productive, or as improving productivity - irrespective of whether this was really true. In other words, productivity was always interpreted from some definite point of view. Typically, Marx suggested in his critique of political economy, only the benefits of raising productivity were focused on, rather than the human (or environmental) costs involved. Thus, Marx could even find some sympathy for the Luddites, and he introduced the critical concept of the rate of exploitation of human labour power to balance the obvious economic progress resulting from an increase in the productive forces of labor.

Labor Theory of Value

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Productivity Paradox

Despite the proliferation of computers, productivity growth was relatively slow from the 1970s through the early 1990s. One hypothesis to explain this is that computers are productive, yet their productive gains are realized only after a lag period, during which complementary capital investments must be developed to allow for the use of computers to their full potential. Another hypothesis states that computers are simply not very productivity-enhancing because they require time, a scarce complementary.

2.5.1 Economic Growth and Productivity

Components of Economic Growth (Saari 2006)

Production is a process of combining various material inputs (stuff) and immaterial inputs (plans, know-how) in order to make something for consumption (the output). The methods of combining the inputs of production in the process of making output are called technology. Technology can be depicted mathematically by the production function which describes the relation between input and output. The production function can be used as a measure of relative performance when comparing technologies.

The production function is a simple description of the mechanism of economic growth. Economic growth is defined as any production increase of a business or nation (whatever you are measuring). It is usually expressed as an annual growth percentage depicting growth of the company output (per entity) or the national product (per nation). Real economic growth (as opposed to inflation) consists of two components. These components are an increase in production input and an increase in productivity.

The figure illustrates an economic growth process (exaggerated for clarity). The Value T2 (value at time 2) represents the growth in output from Value T1 (value at time). Each time of measurement has its own graph of the production function for that time (the straight lines).

The output measured at time 2 is greater than the output measured at time one for both of the components of growth: an increase of inputs and an increase of productivity. The portion of growth caused by the increase in inputs is shown on line 1 and does not change the relation between inputs and outputs. The portion of growth caused by an increase in productivity is shown on line 2 with a steeper slope. So increased productivity represents greater output per unit of input.

Accordingly, an increase in productivity is characterized by a shift of the production function (steepening slope) and a consequent change to the output/input relation. The formula of total productivity is normally written as follows:

$$\text{Total productivity} = \text{Output quantity} / \text{Input quantity}$$

According to this formula, changes in input and output have to be measured inclusive of both quantitative and qualitative changes. In practice, quantitative and qualitative changes take place when relative quantities and relative prices of different input and output factors alter. In order to accentuate qualitative changes in output and input, the formula of total productivity shall be written as follows: Total productivity = Output quality and quantity / Input quality and quantity.

2.5.2 Environment Management Systems (EMS) and Productivity

An Environment Management System (EMS) is a tool for managing the impacts of an organization's activities on the environment. It provides a structured approach to planning and implementing environment protection measures.

Components of an EMS

To develop an EMS, an organization has to assess its environmental impacts, set targets to reduce these impacts, and how to achieve the targets. The most important Component of an EMS is organization commitment. For an effective EMS to be developed and implemented, you need commitment from the very top of the organization, as well as all staff. Further examples of components that should be considered when developing an EMS are:

Environmental Policy

This is a statement of what an organization intends to achieve from an EMS. It ensures all environmental activities are consistent with the organization's objectives.

Environmental Impact Identification

Identification and documentation of the actual and potential environmental impacts of an organization's operation need to be undertaken. This can be achieved through undertaking an environmental audit.

Objectives and Targets

An environmental audit forms the basis determining an organization's environmental objectives and targets.

Consultation

Staff and community consultation should be undertaken before, during and after establishment of an EMS. This is necessary to ensure that all staff are involved in, and committed to the EMS.

Environmental Management Plan

This details the methods and procedures which an organization will use to meet its objectives and targets.

Documentation

All objectives, targets, policies, responsibilities and procedures should be documented along with information on environmental performance.

Training

Staff should undergo environmental awareness training to familiarize them with their responsibilities for implementing the EMS and with the overall environmental policy and objectives of the organization.

Continual Improvement

An important component is continual improvement. An EMS comes into its best use when used to review progress towards the target and objectives set by a company to protect the environment.

Review Audits and Monitoring Compliance

Review audits should be undertaken regularly to ensure the EMS is achieving its objectives and to refine operational procedures to meet the goal.

Benefits of an EMS

- An EMS can assist a company in the following:
- Minimize environmental liabilities;
- Maximize the efficient use of resources;
- Reduce waste;
- Demonstrate a good corporate image;
- Build awareness of environmental concern among employees;
- Increase profit, improving environmental performance, through more efficient operation.

An EMS can be powerful tools for organizations to both improve their environmental performance, and enhance their business efficiency. An EMS is not prescriptive; rather, it requires organizations to take an active role in examining their practices, and then determining how their impacts should best be managed.

2.6 Benefits International Certification

The benefits of having ISO 14001 certification are mainly realized by organizations, as SMEs have a smaller turnover and thus a correspondingly small return on the cost of certification.

Although a fully certified ISL EMS may not be sited for smaller organizations, it does provide guidelines that assist organizations to consider all the relevant issues, and thus gain the most benefit from their Ems, even without certification. SMEs can therefore use ISO 14001 as a model for designing their own EMS.

However, larger organizations may find certification more valuable when considering the potential trade and market advantages of an international recognized and certified EMS. This was a significant factor for companies seeking certification under the ISO 9000 quality assurance standards, and is likely to be a factors in decisions regarding ISO 14001 certification.

2.7 Problems for Implementing the Productivity Techniques

- Employees negative attitude towards the Implementation of productivity tools
- Employees less motivation towards their jobs.
- Lower level employees don't want to invest their extra time for productivity
- The top management doesn't want to empower their employees.
- (The top management thinks that only "MC Gregor's"- "Theory 'X' of motivation" can improve the productivity of their employee & the organization.)
- The top management has fears for unknown.
- Employees divert their mind towards the political issues of the organization.
- Leaders & the Supervisors also have lack of knowledge about how to operate the productivity tools
- The organization doesn't want to invest in lower level employees by hiring the productivity specialist as an employee.
- Lack of Productivity specialist in the market is also creates a lot of problems for successfully implementing the productivity Techniques.
- Discipline problem within the organization.

Most of the employees within the organization are very old and their job is also secured due to the fixed job placement facilities. This is the reason that they have not any kind of affair from the top management. Thus they think that it is not necessary to follow the top management's each and every decision. As for example; some of them does not participates in the training provided by the organization to their development. Though, the top management directs them to participate in that training program.

2.7.1 Problems of Nepalese Organization

Nepalese Organization has been facing many problems in their regular production and operation life's. The problems may be internal as well as external too. The following figure shows the problems of Small and Medium enterprises.

Internal Problems

Internal problems are those problems that can be controlled or minimized by the organizational management. It is also called controllable problems. These types of problems come in our regular production and operation life and the management must have to manage it within a time. It also decides the ability of the management that how they find out the perfect solution of that particular problem. Following are the different types of Internal Problems that emerged in Nepalese Organization.

Financial Problems

Finance is the main source of an organization that helps to run successfully. It is the liquid assets that are used in the daily work life. The finance are mainly divided into the three types, those are Short-term Finance; Medium –term Finance and the Long-term Finance.

In Condition of Nepal, most of the Nepalese Organizations are suffering from these types of financial problems. Money scarcity in the market, High interest

rate, not availability of credit facility and the nature of Sole Trade Business has creates the financial problems within the organization.

Problems of Raw Materials

Not availability of the qualitative raw materials is also a kind of big problem for the Nepalese Organization in Nepal. The quality of raw material plays vital role for the quality of the final products. Due to the absence of qualitative raw material at reasonable price, the organizations are not able to produce qualitative products at cheap price and on timely.

Problems Related to Qualitative Manpower

It is said that only the right man at right place can increase the productivity of the organization and the qualitative production in the product. But in case of Nepal, here is too much scarcity of skilled manpower and the Nepalese Organizations are not able to hire skilled manpower from foreign country due to the financial problem. This is also a kind of big problem of the Nepalese Organization.

Internal Union and Associations

Now a day's political environment has been too much affecting the internal working environment as a Union and Associations. Due to the protection of different unions within the organization workers are going to become undisciplined. This disturbs the working environment of the organization and the productivity has been decreased day to day.

Resistance to Change

Change is the universal truth. Everyone must have to accept it and they have to change themselves according to the change, otherwise the change will change them. Hiring the high capacity machinery, making the system automatic, computerizing the whole system of the organization, change in the management system etc. is the example of change. In case of Nepal, the

employees do not accept any kind of change. This is the reason; the Nepalese Organizations are not able to change themselves according to the demand of the time.

External Problems

The external problems are those types of problems that the management of the organizations are neither able to control them nor able to make change them. The external problems are the problems that emerged from outside the organization and the organization also affect from it. Thus the organization has to make the policy according to the external problem that the organization must have to face in the future.

The Problems Arises due to Globalization

Now a day, the globalization of the world business has been creating much problems for the Nepalese Organization. Due to the globalization, they are facing too much unnecessary problems like Product competition, Quality competition, Brand competition, Price competition etc. Here, all Nepalese industries have to compete with the different multinational company's products. This is creating big problems to them.

Competitor's Activities

The Nepalese Organization has low financial capacity in comparison to the competitors. This is the reason; it does not able to take different competitive advantages from the market competition. They have neither qualitative manpower nor the equipments through which they can compete with others.

Problems Causes due to Multinational Companies

Different multinational companies and their products have been creating different types of competition and problems for the Nepalese Organization. The large investment business like multinational companies has used modern

technology in their production that creates big problem for them which are using very old technology.

Social Problems

The society where the organizations are established and producing their products has also created big problems for them. The society expects the social responsibility from them, which is sometimes, may not be possible due to the lack of finance. As a result the society responds negatively with them. The society makes different types of obstacles like not to do air pollution, sound pollution, water pollution, soil pollution etc. to full fill their demands from the Organization.

Energy Related Problems

In recent some years, the energy problems are creating very big problems in Nepal. The Nepal has been facing up to 18 hrs daily electricity's load shading, which is directly affecting the production and operation of the Nepalese Organization. Most of the organizations have been closed in the winter season when the load shading was in the pick point.

Political Problems

Nepalese political environment is bad in condition since last more then one decades. Different types of BANDH have been directly affecting the performance of the Nepalese Organization. Due to the different groups of organization are not able to get their raw materials timely. Also they can't able to supply their finished products. Different types of demand from the different Labor unions are also providing the bad effect on the Nepalese Organization.

Safety Problems

It is also very big problem emerged in Nepal. Different armed groups' demands very high amount of donation monthly. If the business does not fulfill their demand then they do abduct their owners, their family and sometimes they

killed them too. These types of unsecured condition create very big problems for the Nepalese Organizations.

Problems Related to the Suppliers

In case of Nepal, very less number of suppliers is available here. In this situation the quality and price of raw materials depends upon the suppliers not Nepalese Organizations. This is also a very big problem to them.

Problems Related to the Technology

Most of the Nepalese Organization s are labor based industries. And the left has very old technology. In this situation, their production cost becomes very high in comparison to the large and multinational companies of the global world.

Lack of Quality

The Nepalese Organization has not able to produce best quality due to the old technology and less qualitative raw materials. Its quality also affected by the unskilled manpower used in the production. The quality of the product has also affected the demand of the product that finally affects the profit of the product too.

Not able to Certify Through Laboratory

Although the products of the Nepalese Organizations are able to meet the international standard, but the company and the Nepal government too has not well equipped laboratory to certify them. This creates a kind of problem related to the quality of the products, because foreign country does not accept without lab rotary certified products.

Need of International Standard

The need of International Standard like ISO 9001:2000; ISO 14000; etc. are a kind of visa for a product or brand name that can easily supply to the other countries. But in case of Nepalese Organization, they have not these types of

International Standard Certificate. This is also a kind of big barriers to them to send their products in the international market.

Management System

In case of Nepalese Organization, its management system is very old. Generally owners themselves are the manager of the organization. Hence, in most of the cases they have not any knowledge about the modern management system and the scientific management system. This is the reason too many problems like scarcity of Stocks, Finances, Qualitative and skilled Manpower arises in their organizations.

2.7.2 Major Problems Facing Businesses in Nepal

Interference, Lack of Finance, Small market, Lack of mutual trust, lack is efficient manpower, labor problems, inconsistent rules and regulations, unsuitable tax policy, lack of technical knowledge and lack of basic infrastructure are the major problems facing businesses in Nepal.

1.) Interference

Interference is the main problem of management in Nepal. Government and political leaders interfere in the management of public enterprises of Nepal. Similarly, members of greater share holder's family interfere in the management of private firm. Such interference is found in all the managerial functions like planning, organizing and controlling.

2.) Lack of Finance

The other management problem of major industries is the lack of necessary financial resources. Finance is needed to establish and operate an industry. It is difficult to get loan from banks for industry. Banks provide loan only by taking good security. As good loan proposal is to be prepared, copy of feasibility study is to be attached with and complex process is to be fulfilled, collection of financial resource becomes very difficult in Nepal.

3.) Small Market

Nepal's market is small and limited. There is no access to all parts of the country. As small quantity of goods is to be produced for small market, the production cost reaches high. As a result, the price of goods also goes high. Since the Chinese and Indian goods enter Nepal at low price, Nepalese industries cannot compete with the Chinese and Indian goods. This also has shrunken the market of Nepalese industries. Let's not talk about export of Nepalese goods; they even have not been able to compete with the goods of different countries in Nepal. So, small market is also a problem of management.

4.) Lack of Mutual Trust

There is dearth of mutual trust in Nepal. Mutual trust cannot be found even among the departments, level and employees of organization. Due to lack of trust, authority is not delegated to the lower level. Such mistrustful environment becomes detrimental to the industries or organizations. Similarly, such mistrust is found between public and private sectors. The government plays only the roll of controller rather than helper. So, lack of trust has remained as great problem of management in Nepal.

5.) Lack of efficient Manpower

Efficient and skilled manpower cannot be found in Nepal's labor market. Labour is supplied from the crowd of unskilled and inefficient people. This creates a problem in management. Only traditional labor from agriculture sector is supplied to industrial sectors. There is no more option then that, nor can be found experienced labor out of agriculture sectors. Totally inexperienced and unknown persons are to be employed and make them experienced. So, this is also a management problem in Nepalese industries.

6.) Labor Problem

Labor problem is another problem in Nepal. The labor organizations give pressure on management to fulfill their interest by holding demonstrations, calling for strike, locking up, Gherau, sit in etc. As the leaders of labor organizations are affiliated to political parties and leaders, the labor organizations become strong. The management is compelled to compromise with the labor organization even against the interest of the enterprise or organizations.

7.) Inconsistent Rules and Regulation

Inconsistency of government rules and regulations is another problem of management. The policies, rules, acts and regulations do not agree with one another. So, it becomes difficult to implement them. Unnecessary rules and procedures are to be followed in the time of establishment of organization and one window policy cannot become effective.

8.) Unsuitable Tax Policy

The Nepal's tax policy is not suitable. Value added tax (VAT) and local development tax have been proved as the obstruction in the industrial sector. Due to the lack of cooperation by the industrial sector, VAT has not become effective even for such a long time since its implementation. So, the absence of proper and suitable tax policy has become a problem of management.

9.) Lack of Technical Knowledge

The managers working in the organization should have technical knowledge. But the managers working in the business organizations of Nepal have no technical knowledge. Because of the absence of technical knowledge in other employees, except the related ones, organizational performance cannot be effective. In the absence of technical employee or if one having knowledge quite the job, then the organization has to bear a great loss. So, the lack of technical knowledge in employees is also a great management problem.

10.) Lack of Infrastructure

The infrastructures such as transport, communication, electricity, water supply etc. become necessary for industrialization. Before 1950, there was no transport facility in Nepal. But, comparatively these infrastructures are available today. Among them, a great revolution has taken place in the development of communication sector.

As Nepal is a hilly country, the transport problem has remained as permanent problem. Transport facility has reached only at a few places. The main means of transport is truck. It is supposed to be a costly means in business purpose. Train and Ship transports are important in Nepal. Even the truck transport is badly affected in Band or Strike Period. Electricity supply is also not regular in Nepal. Load shedding, voltage fluctuation, disorderly supply etc. are the persisting problems of electricity. The price of electricity is very high in Nepal. The cost of electricity is the highest in Nepal in the World. It increases the cost of goods. There is scarcity of drinking water even in the cities like Kathmandu and Pokhara. In comparison to others, communication system has developed much. But, since it has not been distributed in equal and balanced manner, communication facility is limited in city areas. Postal services have not been modernized. These are also the problems of management in Nepal.

2.8 Studies in Nepal Related

2.8.1 Review of Related Study

The Productivity has very short history in Nepal, as the level of Nepalese socioeconomic development has still not entered the modern business era. Nepalese socio-economic life has various infra structural problem and the economy not entered the fully competitive travel.

As a result, professionalism and highly advanced Productivity and PIP practices have not institutionalized so far. Thus Productivity Improvement Techniques has to be institutionalized to cope with the pace of modernization

of Nepalese economy. In this way the history of Productivity in Nepal is very short. However, along with the gradual transformation of Nepalese economic life from traditional and national socio-economic environment, Nepalese business environment is also influenced and the entrepreneurs have recognized the need of Productivity Improvement Techniques. As a result, a few PIP Studies have been conducted.

In 2009, Mr. Madhukar Thakur on "Role of Quality Circles in Problems /solving for SMEs" conducted a study. He had studied about the quality control circles and their effects on the productivity of an organization (A case study on Nepali Paper Products Pvt. Ltd). He had shown that Organizations get more benefits due to use PIP activities like qualitative Products, wastage control at minimum level, increasing productivity of their employees and managing the better relationship between management and their employees too. Thus, his study specifically dealt with problems solving for SMEs by using PIP.

2.8.2 Review of Journal/Article

This article is about the economic concept. For biological productivity, see Productivity (ecology). For productivity in linguistics, see Productivity (linguistics). Productivity is a measure of output from a production process, per unit of input. For example, labor productivity is typically measured as a ratio of output per labor-hour, an input. Productivity may be conceived of as a metric of the technical or engineering efficiency of production.

As such, the emphasis is on quantitative metrics of input, and sometimes output. Productivity is distinct from metrics of locative efficiency, which take into account both the monetary value (price) of what is produced and the cost of inputs used, and also distinct from metrics of profitability, which address the difference between the revenues obtained from output and the expense associated with consumption of inputs.

2.8.3 Research Gap

The review of the available literature both conceptual review and review of the published and unpublished thesis and articles found that any research and studies have not been conducted on Productivity related products in Nepal. Moreover, no studies have been carried out in Effect of Productivity Improvement Techniques Used in an Enterprise so far. Although, there were a few number of studies focuses on an individual marketing promotion strategy for instance advertisement, sales promotion, personal selling etc. rather than in promotional mix Very few studies focuses on marketing promotional mix.

CHAPTER-III

RESEARCH METHODOLOGY

3.1 Research Design

The research design is an organized approach and not a collection of loose, unrelated parts. It is an integrated system that guides the researcher in formulating, implementing and controlling the study. Useful research design can produce the answers to the proposed research questions.

The research design requires specification of procedures involving decisions relating to what information are to be generated, from which sources, by what procedures, and how the information are to be analyzed. According to Donald Toll and Hawkins" Research design is the specification of procedures for collecting and analyzing the data necessary to help identify or react to a problem or opportunity.

The research has been divided into four main phases. Phase 1 includes sample selection; phase 2 includes field visits and survey followed by phase 3 data analysis and finally phase 4 represents the desk study for conclusion and recommendation of research.

3.2 General Research Activities

Sampling

Research can be based on census or a sample. All the items under consideration in any field of inquiry constitute a 'universe' or 'population'. A complete enumeration of all the items in the 'population' is known as a census inquiry. When some items of the 'population' are selected for inquiry it is known as 'samples' and the scientific process of selecting the samples is known as 'sampling'.

3.3 Sources of Data Collection

- Primary Data
- Secondary Data

Primary Data

While collecting primary data and information, the different methods have been adopted. They are

Observation Method

Under observation method, the researcher records the respondent's overt behavior, taking note of the physical conditions and events. Observation is of two types: participative and non-participative.

Interview

The interview method of gathering primary data is not only popular but also very effective. Interview method is adopted for investigation factors such as consumer opinion, attitude, motivation and perception. There are three types of interview: personal interview, in-depth interview and focus group interview.

Questionnaire Survey Method

Questionnaire survey is extensively conducted to gather primary data. Most census data based on questionnaire survey. Under this method, a series of structured question for seeking answer from the respondents are used. Questionnaire method is more versatile as many research problems can be tackled with questionnaire survey. Questionnaire survey is a suitable method when ideas, knowledge, feelings, beliefs, opinions and basis demographic information from a large number of consumers needs to be collected. The method has the advantages of high speed and low cost. Questionnaire survey can be conducted through mail, interviewer administered and self-administered method.

3.4 Data Collections

There are some methods of collection given below

3.4.1 Mail Survey

A Questionnaire was set to ten randomly selected SMEs (ANNEX-.....). The questionnaire dealt with activities that had been taken into consideration in the industry; what factors were major constraints for implementing CP, what causes the organization to explore CP. Unfortunately no response was observed.

3.4.2 Telephone Survey

A telephone survey was directed at people who represented entrepreneur or director of the company and government officials. The duration of telephonic survey was 7 minutes to 15 minutes depending on responds. The discussion base was focused on barriers to and drivers for QC implementation.

3.4.3 Mass Survey

An introductory session to peer organization was planned to be organized by the chamber of commerce. The introductory session would help to acquaint the audience with the topic and with basic information regarding the research work. But, due to political problems and lack of financial resources, the planned activities could not taken place in time.

3.4.4 Field Survey

The field survey was carried out by visiting industries and organizations from June to last part of August, 2010. And covered Kathmandu valley as base area of research.

The semi structured questionnaire (Section), discussion, observation and objective evidences were the basic tools and techniques of the field survey. Both open and closed types of questions were used to acquire quantitative as well as qualitative information.

One discussion program regarding implementation of Productivity and its tools was organized with shop floor employees in one medium industry i.e. Packaging Product Pvt. Ltd., Narayanthan, Kathmandu on (B.S. 2067/5/21 Friday).

3.5 Data Source

The practice of documentation system in SMEs in Nepal is very poor. There were limited data sources available to industries, however some reports on application of quality and environmental tools were found. Technical catalogues and marketing documents were readily available but resource consumption and environment related information did not appear to exist. Most of the data were generated in discussions, interviews and observational evidence and through questionnaire with SMEs.

Different sources materials as publications, journals, progress reports, and annual reports, case studies, departmental activities, articles, newspapers and photos were collected during the site visit to industry, government officials and stakeholders. Some relevant data of different countries for comparative case studies were collected from interest to support the responding to research questions.

3.6 Data Analysis

The data collection from different sources are classified, tabulated and analyzed according to the needs of the study. Necessary tables are constructed to fit the data obtain from different sources.

CHAPTER-IV

DATA PRESENTATION AND ANALYSIS

In this chapter the data and information derived from the Packaging Product management and productivity increasement team are presented and analyzed according to the objective of the study. The survey is held by the direct observation method. Classification of the employees and their respective outcomes are tabulated and presented in diagrammatic way in this chapter.

4.1 Data Related to the Weekly Production in Packaging Product

After the observations of Packaging Product we found that its weekly total productions are 4295 Kgs. Where it had made 252 Kgs. Wastage before running the Productivity increasement program. After running the Productivity increasement program we found drastic difference in production as well as its Quality and wastage too. The table given above shows that after running the Productivity increasement program the production had increased by 1775 Kgs. This means the production became 41% more than old production (production before running Productivity increasement program (PIP)). On the other hand the wastage had been decreased by 252 Kgs to 184 Kgs. This means the wastage decreases by 73% from the productions after running the Productivity increasement programs

Table 4.1

Items Produce from Packaging Product (Per Week in KG)

Items	Production Per Day (Before tools used)	Wastage Per Day (Before tools used)	Production Per Day (After tools used)	Wastage Per Day (After tools used)
3 Layers Roll	2000	75	2500	55
2 Layers Roll	900	60	1100	30
3 Layers Pouch	400	50	675	26
1 Layers Pouch	150	12	500	9
Bread Wrapper	600	30	700	18
Tea-Tag	90	9	150	4
Soap Wrapper	50	5	100	5
Metal Pouch	75	7	250	4
Golden lacquer	30	4	95	3
Total	4295	252	6070	184

Source: Field Survey in Packaging Product

4.2 Measurement of Labor Productivity Before and After Productivity Increasement Programs.

Productivity is the relationship between the output produced by the organization and the Input used to produce that quantity of output. The labor productivity can be measured by using the following formula: -

$$\text{Productivity} = \frac{\text{Output (Unit Produced)}}{\text{Input}}$$

The Labor productivity is used to measure the efficiency of the labor used in the organization. It is the relationship between the output produced by the organization and total number of labors used to produce that quantity of the output. Following are the formula of the labor productivity of an organization: -

$$\text{Labor Productivity} = \frac{\text{Output (Unit Produced by the workers)}}{\text{Input (No.of workers used for production)}}$$

The table 4.2 shows the labor productivity before and the after the Productivity increasement tools used. According to the table, the productivity of the workers used to make the Bread Wrapper is increased maximum in comparison to the others. On the same way, the productivity of the labor used to make Golden lacquer has become minimum change in comparisons to the others. Similarly, the productivity of the workers used to produce the 3 layers roll is increased from 250 to 313 Kgs.

Table 4.2
Data of Labor Productivity before and After Productivity Increase
Programs

Items	Production Par day before tools used	No of Employees Used in Production	Productivity Before tools used	Production Par day after tools used	Productivity After tools used
1. Layers Roll	2000	8	250	2500	313
2 Layers Roll	900	8	113	1800	225
2 Layers Pouch	400	10	40	800	80
2 Layers Pouch	150	10	15	500	50
Bread Wrapper	600	6	100	1300	216
Tea-Tag	90	4	22	200	50
Soap Wrapper	50	4	13	150	38
Metal Pouch	75	10	7	125	12
Golden Lacquer	30	10	3	50	5
Total		70			

Source: Field Survey in Packaging Product

4.3 Hypothesis Test of Labors Productivity

Step (I): - Null Hypothesis

Ho : $\mu_x = \mu_y$ i.e. There are not significance difference between the labors productivity before and after the Productivity increasement tools used programs. This means the the productivity increasement techniques does not increase the labors productivity.

Step (II): - Alternative Hypothesis

H1 : $\mu_x < \mu_y$ i.e. The average labors productivity before the Productivity increasement tools used program is less than the labors productivity after running the Productivity increasement tools used programs. This means the Productivity increasement tools used programs increases the labors productivity.

Step (III): - Test Statistics

$$t = \frac{\bar{d}}{\frac{sd}{\sqrt{n}}}$$

Where,

$$\begin{aligned}\bar{d} &= \frac{\sum d}{n} \\ sd^2 &= \frac{1}{n-1} \sum (d - \bar{d})^2 \\ &= \frac{1}{n-1} \left[\sum d^2 - \frac{(\sum d)^2}{n} \right]\end{aligned}$$

Given,

No. of items on the Observation (n) = 9

Productivity Before PIP (x)	Productivity After PIP (y)	d = x - y	d ²
250	313	-63	3969
113	225	-112	12544
40	80	-40	1600
15	50	-35	1225
100	216	-116	13456
22	50	-28	784
13	38	-25	625
7	12	-5	25
3	5	-2	4
$\sum x = 563$	$\sum y = 989$	$\sum d = -426$	$\sum d^2 = 34,232$

We have,

$$Sd^2 = \frac{1}{n-1} \left[\sum d^2 - \frac{(\sum d)^2}{n} \right]$$

$$= \frac{1}{9-1} \left[34,232 - \frac{(-426)^2}{9} \right]$$

$$= \frac{1}{8} (14,068)$$

$$= 1758.50$$

Now,

$$Sd = \sqrt{sd^2}$$

$$= \sqrt{1758.50}$$

$$= 41.93$$

Again, $t = \frac{\bar{d}}{\frac{sd}{\sqrt{n}}} \left[\bar{d} = \frac{\sum d}{n} = \frac{-426}{9} = -47.33 \right]$

$$= \frac{-47.33}{\frac{41.93}{\sqrt{9}}}$$

$$= -3.39$$

∴ Calculated $|t| = 3.39$

Step (IV): - Level of Significance; Degree of Freedom (d.f.) & Critical Value

$$\text{Degree of freedom (d.f.)} = n - 1$$

$$= 9 - 1$$

$$= 8$$

Level of Significance = 25 %

From Table,

Tabulated Value $|t_{0.25,8}| = \dots\dots\dots$

Step (V): - Decisions

Since, Calculated value of $|t| = 1.24 >$ the Tabulated value of $|t_{0.25,6}| = 0.71756$. Thus, we accept Alternative Hypothesis and reject Null Hypothesis. This means, the PIP programs increases the labors productivity.

Table 4.3**Percentage Change in Labor Productivity after PIP**

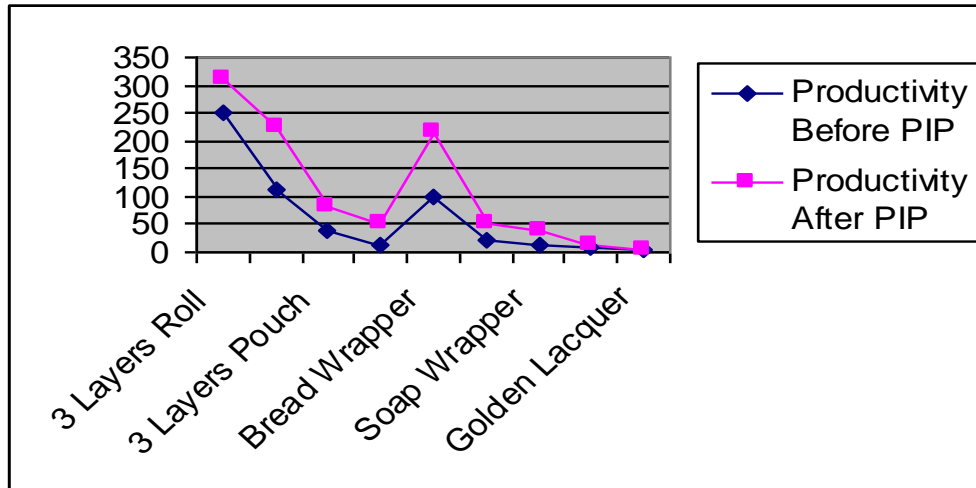
Items (1)	No of Employees Used in Production (2)	Productivity Before PIP (3)	Productivity After PIP (4)	Change in Productivity (5 = 4-3)	Percentage Change in Productivity (6)
3 Layers Roll	8	250	313	63	14.79
2 Layers Roll	8	113	225	112	26.29
3 Layers Pouch	10	40	80	40	9.39
2 Layers Pouch	10	15	50	35	8.21
Bread Wrapper	6	100	216	116	27.23
Tea-Tag	4	22	50	28	6.57
Soap Wrapper	4	13	38	25	5.86
Metal Pouch	10	7	12	5	1.17
Golden Lacquer	10	3	5	2	0.48
Total	70			426	100%

Source: Field Survey in Packaging Product

Table 4.3 Shows the data related to change in labors productivity due to the PIP activities. From the table we find that among 70 employees of PACKAGING PRODUCT, the average labor productivity in Bread wrapper has been increased by 116 Kgs which is 27.23 % of overall increased in labor productivity. In the same way, labor productivity has been increased in 3 Layers Roll, 2 layers roll, 3 layers pouch, 2 Layers pouch, Tea-tag, soap wrapper, metal pouch, golden lacquer by 63 Kgs (14.79%), 112 Kgs (26.29%), 40 Kgs (9.39%), 35 Kgs (8.21%), 28 Kgs (6.57%), 25 Kgs (5.86%) 5 Kgs (1.17%) and 2 Kgs (0.48%) respectively.

Figure 4.1

Change in Labor Productivity after PIP



4.4 Data Related to the Workers Absenteeism

Workers Absenteeism is a very big problem for every organization, because it breaks the system of the continuous flow of production. Following table shows the workers absenteeism record and the reasons for absenteeism:-

Table 4.4

Workers Absenteeism Rate (%) before and after PIP in Packaging Product

Reason for Absent	Absent Days Before PIP (x)	% Absent Before PIP	Absent Days After PIP (y)	% Absent After PIP
Illness	240	20	150	33
Cultural Festival	120	10	100	22
Family matter	180	15	90	20
Not Defined	660	55	120	25
Total	1200	100	460	100

Source: Field Survey in Packaging Product

Working Notes

Calculation of workers Absenteeism Rate in PACKAGING PRODUCT:-

Total Workers = 70 Persons

No. of Observations Days (Research days) = 2 months (50 working days)

Total no of employees working days = $50 \times 70 = 3,500$ Days

Now,

Total no of absenteeism = 1200 before PIP (According to Working Days)

Total no of absenteeism after PIP = 460 days (According to Working Days)

Figure 4.2

Workers Absenteeism Days before PIP in Packaging Product

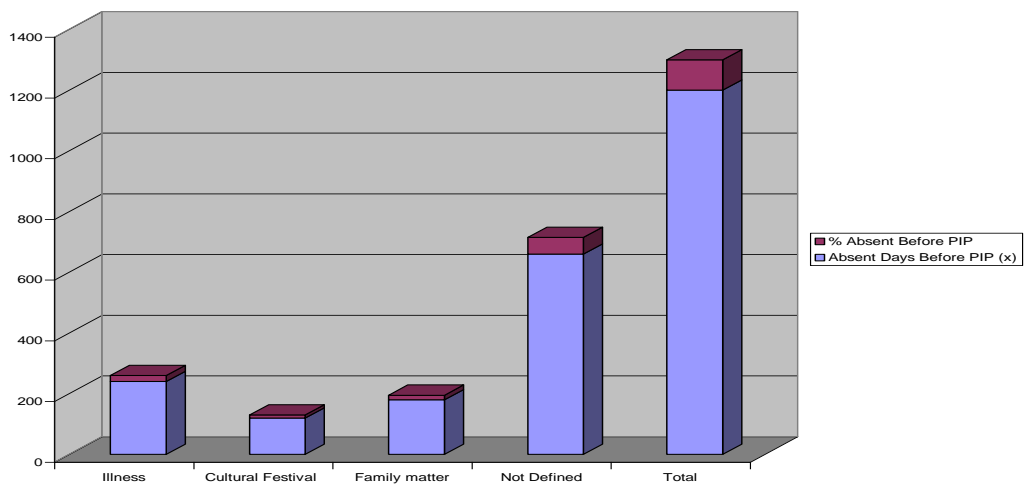
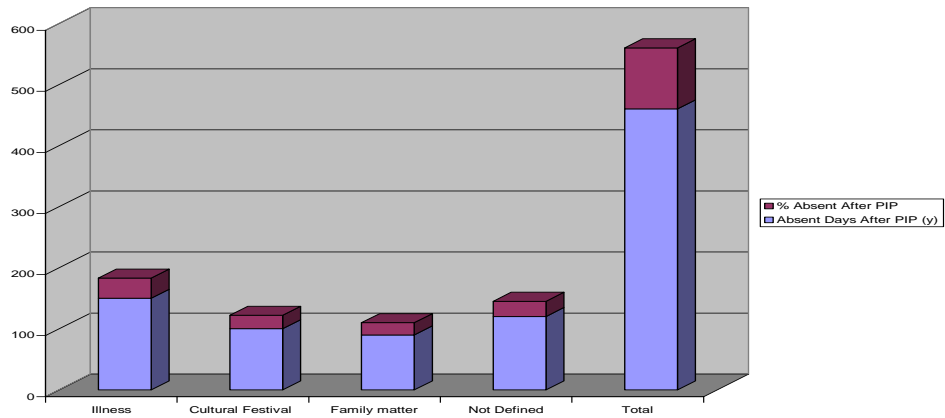


Figure 4.3

Workers Absenteeism Days after PIP in Packaging Product



The figures no. 4.2 and 4.3 given above shows the data related to the workers absenteeism rate before PIP and after running the PIP program respectively. According to the figure no. 4.2, from the 3,500 worker's working days, 240 days the workers being absent due to Illness but after running the PIP programs this has been decrease to 150 days. These types of change happen due to the development of the health related life style of the employees which they learn from the PIP meeting. Here we can observe that 50 % of the absenteeism due to the family matter has been decreased after the PIP activities. The absenteeism rate whose reason is not defined has been decreased by dramatically from 660 days to 120 days. This shows that the PIP activities has morally so much affect the employees that they were leave to get un-necessary absenteeism.

4.5 Hypothesis Test of Absenteeism

Step (I):- Null Hypothesis

Ho : $\mu_x = \mu_y$ i.e. The PIP cannot morally empess the employees so that they decrease their absenteeism rate. This means the PIP does not decreases the employee's absenteeism rate of an organization.

Step (II):- Alternative Hypothesis

H1 : $\mu_x > \mu_y$ i.e. The PIP can morally empess the employees so that they decrease their absenteeism rate. This means the PIP decreases the employee's absenteeism rate of an organization.

Step (III):- Test Statistics

$$t = \frac{\bar{d}}{\frac{sd}{\sqrt{n}}}$$

where,

$$\bar{d} = \frac{\sum d}{n}$$

$$sd^2 = \frac{1}{n-1} \sum (d - \bar{d})^2$$

$$= \frac{1}{n-1} \left[\sum d^2 - \frac{(\sum d)^2}{n} \right]$$

Given,

Sample Size (n) = 4

Absenteeism rate before PIP (x)	Absenteeism rate after PIP (y)	d = (x - y)	Y = $\sum(d)$
240	150	90	8100
120	100	20	400
180	90	90	8100
660	120	540	291600
$\sum x = 1200$	$\sum y = 460$	$\sum d = 740$	$\sum d^2 = 308200$

We have,

$$\bar{d} = \frac{\sum d}{n}$$

$$\therefore \bar{d} = \frac{740}{4} = 185$$

Now,

$$\begin{aligned} Sd^2 &= \frac{1}{n-1} \left[\sum d^2 - \frac{(\sum d)^2}{n} \right] \\ &= \frac{1}{4-1} \left[308200 - \frac{(740)^2}{4} \right] = 57100 \end{aligned}$$

$$\begin{aligned} \text{Again, } sd &= \sqrt{57100} \quad [\because sd = \sqrt{sd^2}] \\ &= 238.956 \end{aligned}$$

$$\text{Calculated (t)} = \frac{185}{\frac{238.956}{\sqrt{4}}} = 1.5484$$

$$\therefore \text{Calculated } |t| = 1.5484$$

Step (IV):- Level of significance; Degree of Freedom (d.f.) & Critical Value (C.V.)

Degree of Freedom (d.f.) = $n-1= 4-1= 3$

Level of Significance (α) = 5%

From Table,

Tabulated value of $t_{0.05;3} = 1.47588$

Step (V):- Decision

Since, the Calculated value of (t) is greater than the tabulated value of (t).i.e.

Calculated $|t| = 1.57459 >$ Tabulated $|t| = 1.47588$. We accept, Alternative Hypothesis & reject Null Hypothesis. This means, the PIP can decrease the disciplinary problems of an employee.

4.6 Data Related to the Disciplinary Actions

Following Table no. 4.6 shows that the number and types of Disciplinary Actions taken by Management against the employees before and after the PIP programs. The discipline related problems affect the work performance of the employees within the organization. It can challenge the command of the management within the organization. The disciplinary problem may disturb the controlling system of management. So the measurement of the disciplinary problems is most important for the organization.

Table 4.5

Disciplinary Actions Record

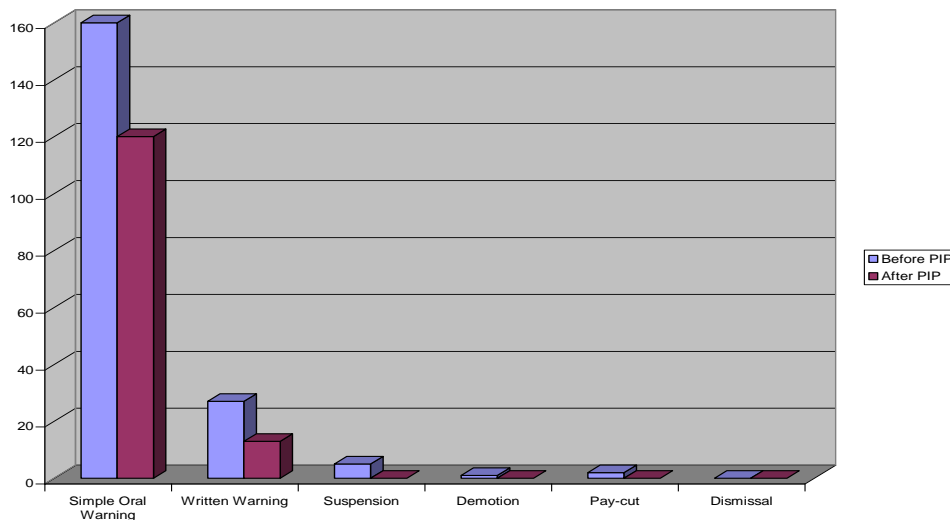
S.N.	Types Of Actions	Before PIP	After PIP
1	Simple Oral Warning	160	120
2	Written Warning	27	13
3	Suspension	5	0
4	Demotion	1	0
5	Pay-cut	2	0
6	Dismissal	0	0
	Total	195	135

Source: Field Survey in Packaging Product

The table number 4.5 shows the disciplinary action record of the employees of the organization before implementing the PIP program and after implementing the PIP program. The table shows the disciplinary actions before the PIP is more than the implementing the PIP programs. In other word, the PIP activities had decreased the disciplinary problems of the employees. From the table we see that the no. of simple oral warning given by the management to the employees before the PIP was 160. But these types of action (Oral warning) have been decreased by 40 times after running the PIP program. Similarly, different disciplinary actions like Written Warning, Suspension, Demotion, Pay-cut has been decreased by 14, 5,1 and 2 times respectively. This shows that, the PIP program provides the moral effect of the employees so that they leave to do un-disciplined activities.

Figure 4.4

Disciplinary Actions Before and After the PIP



The above figures show that there are 195 different disciplinary actions taken by the Management of Nepali Paper Products towards their employees before running the PIP. But it has been decreases from 195 to 135 after the running the PIP programs. Although the main target of the PIP was to decrease the wastage at zero level. But after critical examinations of each and every data, we find that the PIP has morally affected all the employees in this way that they become more disciplined and the disciplinary actions should be decreased by 30.76 %. This is the positive side of the PIP program, which helps to think all

the employees and the management positively about the PIP in the organization.

4.7 Hypothetical Test of Disciplinary Actions

Step (I):- Null Hypothesis

Ho : $\mu_x = \mu_y$ i.e. There are not significance difference disciplinary problems before PIP and after PIP. This means the PIP does not affect the discipline of an employee.

Step (II):- Alternative Hypothesis

H1 : $\mu_x > \mu_y$ i.e. The average disciplinary problems before PIP are greater than the disciplinary problems comes after the PIP. This means the PIP can decrease the disciplinary problems of an employee.

Step (III):- Test Statistics

$$t = \frac{\frac{\bar{d}}{sd}}{\sqrt{n}}$$

where,

$$\bar{d} = \frac{\sum d}{n}$$

$$sd^2 = \frac{1}{n-1} \sum (d - \bar{d})^2$$

$$= \frac{1}{n-1} \left[\sum d^2 - \frac{(\sum d)^2}{n} \right]$$

Given,

Sample size (n) = 4

Disciplinary Actions Before PIP (x)	Disciplinary Actions After PIP (y)	d = x - y	d ²
160	120	40	1600
27	13	14	196
5	2	3	9
1	0	1	1
2	0	2	4
0	0	0	0
$\sum x = 195$	$\sum y = 135$	$\sum d = 60$	$\sum d^2 = 1810$

Calculations of sd²

$$Sd^2 = \frac{1}{n-1} \left[\sum d^2 - \frac{(\sum d)^2}{n} \right]$$

$$= \frac{1}{6-1} \left[1810 - \frac{(60)^2}{6} \right] = 242$$

Now,

$$Sd = \sqrt{Sd^2} = \sqrt{242}$$

$$= 15.5563$$

$$\therefore Sd = 15.5563$$

Again,

$$t = \frac{\frac{\bar{d}}{sd}}{\sqrt{n}}$$

$$= \frac{\frac{10}{15.5563}}{\sqrt{6}} = 1.57459$$

\therefore Calculated value of $|t| = 1.57459$

Step (IV):- Level of Significance; Degree of Freedom (d.f.) & Critical Value (C.V.)

$$\begin{aligned} \text{Degree of Freedom (d.f.)} &= n-1 \\ &= 6 - 1 \\ &= 5 \end{aligned}$$

$$\text{Level of Significance } (\alpha) = 10 \%$$

From table,

$$\text{Tabulated value of } |t_{0.1;5}| = 1.47588$$

Step (V):- Decision

Since, the Calculated value of (t) is greater than the tabulated value of (t).i.e.

Calculated $|t| = 1.57459 >$ Tabulated $|t| = 1.47588$. We accept, Alternative Hypothesis & reject Null Hypothesis. This means, the PIP can decrease the disciplinary problems of an employee.

4.8 Major Findings of the Study

- The data shows that 98 % of total employees are male in the PACKAGING PRODUCT.
Left only 2 % are female workers are working here.
- The nature of production is technology based. This is a reason there is not too much manpower needed for the. But the organization can do the plantation and other activities outside the organization as a Corporate Social Responsibility (CSR). This is not doing by the organization.

Findings Related to the PIP

- The top management is afraid to run the PIP. Because they think that the role of PIP may politically pressurized them to cover their demand; because it becomes small groups to run their activities.

- The PIP activities are the most powerful tools to meet their target. The target may be wastage reduction, quality improvement, decrease in productions related problems etc.
- The observed data shows that the total weekly production after running the PIP had been increased by 23% of PACKAGING PRODUCT. This means the PIP helps to increase in the production of an organization.
- The weekly wastage had been decreased by 42% of PACKAGING PRODUCT due to the PIP activities.
- The data shows that the PIP activities has morally so affected their members that they leave to take un-necessary absences and becomes more responsible towards the organization.
- The PIP activities in PACKAGING PRODUCT had increased the co-ordinations among the employees as well as increased to maintain the better relation between the management and the employees.
- The PIP activities increase the better relationship between the management and employees. This is also a reason to increase in the productivity of the employees as well as the organizations too.
- The PIP activities increase in the motivations of the employees within the organization, due to the creativity activities and the employees participation in the decision making process.

Findings Related to the Productivity and Discipline

- It is observed that the PIP members of PACKAGING PRODUCT became more productive and disciplined in comparison to the other employees whom are not involved in this volunteer services.
- The PIP activities had dramatically increased the intelligence of its members so that their decision making capacity and the creativity had been increased.
- The labors productivity of PIP members has been increased more than the employees who do not involved in the PIP activities.

Findings Related to the Problems of the SMEs

- There are three major types of problems facing by the Nepalese Small and Medium Enterprises. They are Economic problems, Social problems and the Political problems.
- Economic problems and the problems related to competitions are the common major problems of Nepalese Small and Medium Enterprises (SMEs).
- Most of Nepalese labors are so lezzy. They do not want to do creative work and they do not think about the organizations, they only think about themselves and the money. This makes the bad effect on the PIP members and their activities.

Findings Related to the Environment

- The wastage trimmings has been affecting the soil near to the PACKAGING PRODUCT. Although the company has been hired Environment Conservation Initiative Nepal (ECI- Nepal) to remove the wastage. But this is not permanent solution of the controlling soil pollution creating by the factory.
- The very bad smelled black Fume coming the Packaging Product's Theramal Heater & the Lamination section are doing the environment pollution surrounding the packaging product areas. But the organization has not serious to decrease these types of problem.

CHAPTER-V

SUMMARY, CONCLUSION & RECOMMENDATIONS

5.1 Summary

The Productivity and the workers motivations are the present demand of the global market. It is most necessary for every organization not only to face the global competitions but also to satisfy the customers changing needs and wants. It is also necessary to cope with the technological change in the global market. In case of Productivity management, there are different tools and techniques are used to increase in the production and profit through increase in the labour, capital and total productivity respectively.

Labour productivity is the one of the most important part of the total productivity of the organization. It is also studies that the survival and growth of any organization highly depends on the labour productivity of the organization.

Besides this the capital productivity, machines productivity, total productivity and the total-factor productivity also affect the organization and its efficiency. There are so many tools and techniques that helps to increase in the productivity of the organization.

The PIP applies systematic problem solving procedures for sustainable solution to problems in the workplace. The members identify the problem that keep recurring at their workplace and find out ways to solve them. They formulate appropriate plans to solve the problems, present the plan to the management, and implement them after receiving the do ahead from the management. Then the results are checked after implementing the plans and ensure that problems do not recur once they are eliminated. If a problem recurs, the plan is revised to ensure that the problem is solved permanently. Once a problem is permanently eliminated, the PIP selects another major problem to tackle.

The activities of individual PIP are continuously monitored by the facilitators. However, when a PIP of a particular department or section needs the help or support of other departments, the communication is done through the cross functional activities. One of the motivating factors of the PIP is the opportunity for the groups to present their cases to the management. After tackling every problem or effecting improvements, the groups prepare reports in line the PIP approach of systematic problem solving highlighting the quantitative and qualitative benefits of the improvement.

It is said that there is adversely relationship between the productivity and the quality of the products. But the study shows there is no any adverse relationship between the quality of the product and the productivity of the organization.

5.2 Conclusion

From the above study we have arrived to the following conclusion.

- The PIP is a tool of the TQM where employees are empowered to reduce the wastage and technically decides to increase in the production in a certain time period. They are:
 - i. The primary beneficiary of the PIP activities are the employees themselves who are involved this types of meeting are benefited as their personal development in different matters. They become more skilled as well as helpful and disciplined too.
 - ii. On the other hand, organization is the secondary beneficiary of the PIP activities within the organization. It get benefit as their qualitative production, wastage control at the minimum level, increasing the productivity of their employees and managing the better relationship between the management and the employees too.
- The PIP activities are used in world-wide management practices to increase in the productivity and ultimately profit of the organization too.

These activities makes employees helpful disciplined so that the management can empowered them at a certain level.

- In case of Nepal, also the PIP activities have been successfully operating by giving the un-expected positive result. That is shows on the result of the case study held on the PACKAGING PRODUCT since 2067/3/1 to 2067/5/30.
- The PIP activities empowered the employees to solve their problems at their work field. As a result, the employees become happy and their motivation level towards the work has been increased. It also measured that, the employees are morally so much affected that they leave to get unnecessary absent in the organization. They become more disciplined as well as more productive in comparison to the workers who are not involved in these activities.
- The PIP activities make the employees more creative. As a result their new product development skill has been improved and the wastage that produced from the regular production has been decreased at the minimum level.
- The PIP activities make the employees more responsible towards their work that they become more serious on their responsibility. As a result the work overload of the management has been decreased and the relationship between the employees and their management has been improved.
- The organization is generating the profit from the society but it does not spending any amount of its profit to fulfill the CSR which is the major functions of the modern management system.

5.3 Recommendations

- The organization must have to manage their inventory by the ABC management system of the Inventory. This will decrease their costs of the Inventory and helps to increase the profit of the organization.
- The result shows that the PIP activities have increased the productivity of the employees and it makes them too much morally disciplined. Thus the

management must have to become more serious about the PIP activities and provide them more facilities so that these activities do not break its activities.

- The organization is spending more money on the different types of training and the development of their employees. This is very good policy for the organization and employees too. But the organization (PACKAGING PRODUCT) is not measuring the effectiveness of the training program. This is only increase in the cost of the organization. Thus the organization must have to evaluate the effectiveness of the training given by the organization to their employee's personal development.
- It is observed that, there is not applying the scientific management system due the scarcity of the highly educated manpower. The staffs that are working in the management are not highly educated. They became expert on their work only taking the different training given by the organization. But training may give only little knowledge in spite of the educated person. Thus the organization must have to hire highly educated manpower as their staff.
- The top management of the organization (PACKAGING PRODUCT) has to become more serious about the PIP and they must have to support their every activity in spite of giving the order 'not to do the PIP meeting in the time of the work overload.' The management has to support them and motivate them to continue the PIP meeting in case of the hard work pressure. This makes the employees more disciplined towards their work.
- The Packaging Product must have to become serious about the Environment pollution that is emerged from them. The organization must have to become serious about decrease them by fulfilling the non-conformance report of the EMS observers.
- The organization is not doing any work for the society as the social responsibility of the organization. Thus the organization has to do the

plantation program outside the organization on the first phase of its CSR.
Then it can do other different activities for the society.

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APPENDIX

QUESTIONERIE (For the Management)

(Before running the PIP program)

Namaste! I am Raju Maharjan. I am studying in MBS at Shanker Dev Campus. Currently, I am conducting a study on the "Effect of Productivity Improvement Techniques Used in an Enterprise" to prepare my thesis. In this connection, I am going to ask you some questions about the Company, and the PIP programs.

Part One: - Company Profile

1. a. Name and address of the company-
- b. Type of Business: -----
- c. Number of Employees: -----
- d. Total paid up capital: -----
- e. Established date. -----
- f. Legal status. -----
- g. Contact person. -----

2. Years of Operation: -----
3. Do you know about the Productivity and their effects?
4. What is the annual Production capacity of the organization?
5. No. and Types of labors used in Production.
6. Does TQM increase the productivity of the Organization?
7. Does the PIP program affect on the moral behavior of the employees?
8. What are the factors affecting the PIP program in your Organization?
9. Which types of problems your organizations have to face regularly?
10. Are you keeping the record of productivity of this organization?
11. What are the provisions for the EMS your company has been doing to maintain the ISO 14001:2000?
12. Anything more you want to tell me?

Questionnaire (For the Workers)

Part Two - Workers Profile

1. a. Name and address of each worker-----
b. Passion / Post in the Organization. -----
c. Work Experience. -----
d. Educational background. -----

2. Knowledge about the PIP -----
3. Are you involved in the PIP program? If Yes, then when and Where?
4. Does The management has supporting you in this activities or not?
6. Are you able to solve your problems from PIP program or not?
7. Does the employees are involved in the political activities?
11. Does the politics affect the organizational productivity?
12. Does the organization have been providing you any reward or not?

Questionnaire (For the Management)
(After running the PIP program)

1. Does the PIP program has changed the workers efficiency or not?
a. Yes b. No c. Not measured

2. What is the status of the wastage in the production after running the PIP program?
a. Increased b. Decreased c. No change

3. What is the effect of PIP program in the worker's moral behavior?
a. Increased b. Decreased c. No change

4. What kind of change you measured in the productivity of an employee from the PIP program?
a. Increased b. Decreased c. No change

5. Does the PIP program decrease the absenteeism rate of employees?
a. Yes b. No

6. Does the PIP program helps to increase the relationship between the management and the employees?
a. Yes, it has. b. No, it doesn't.