CHAPTER V

Conclusions and Recommendations

Highlights:

- Comparative Status of Organizational Performances of the Dairies
- Comparative Status of Key Organizational Functions of the Dairies
- Effect of Key Organizational Functions on Organizational Performances of the Dairies
- Effect of Adverse Internal Factors on Organizational Performances
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- Recommendations for the State Dairies
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Chapter V
Conclusions and Recommendations

Previous chapter elaborated the methods of statistical analysis and presented the results and discussions of such statistical methods used for the study. This chapter also explained the procedures of retest for validity and reliability of the study.

On the basis of the results and discussions of all statistical analysis, the present chapter draws necessary conclusions on the comparative status of organizational performances and key organizational functions of the dairies under study. It also highlights the adverse factors faced by the dairies. Corroboration of the study along with recommendations and directions of future research are also mentioned in this chapter.

The basic purpose of the study was to identify/diagnose the reasons/causes for poor organizational performances of the State Government Dairies as well as to suggest remedial measures/actions to bring back these dairies from the blink of depression. With a view to achieve such objectives, the study emphasized to assess the key organizational functions of the State Dairies in terms of their management related functions, financial & cost control activities, human resources management, technical & operational activities and other related miscellaneous activities like development of infrastructural facilities, sourcing of required raw materials, maintaining necessary relation for co-operation from government, unions, other stakeholders etc. These key organizational functions of the State Dairies were compared under this study with such functions of the Metro Dairy Limited and the Mother Dairy Calcutta to pinpoint the significant differences in those functions causing differences in organizational performances among the dairies. At the same time, the study also focused on some critical adverse internal and external factors/problems faced by the dairies to observe how these adverse factors affect the organizational performances of the sample dairies. In the context of the above, the study concludes to the following areas of research objectives on the basis of the statistical analysis of collected data:

5.1 Comparative Status of Organizational Performances of the Dairies under Study:

Though all the dairy organizations under this study are associated with the state government (directly and indirectly) and all are operating under same industrial environment, the organizational performances of these dairies are not identical; rather just opposite in nature. There are significant differences in the organizational performances between the State Dairies and the Metro Dairy Limited as well as between the State
Dairies and the Mother Dairy Calcutta. The State Government Dairies have been suffering from severely poor organizational performances in respect of profitability; products demand in market; employees' productivity and efficiency; employees' morale and motivation and brand value of organization. Conversely, the performance of the Metro Dairy Limited is much better in respect of earning profits from business with higher productivity and efficiency of employees. The employees' morale and motivation as well as the brand value of Metro Dairy Limited are also found better than the State Dairies. In case of Mother Dairy Calcutta, the organizational performance of the dairy in terms of profitability, market demand of products, employees' productivity and efficiency, and employees' morale and motivation are found much higher than the State Dairies. The brand value of Mother Dairy Calcutta is also found highly reputed in West Bengal while the State Dairies have no such reputation.

5.2 Comparative Status of Key/Core Organizational Functions of the Dairies:

The comparative study conducted to assess the status of key/core organizational functions of the dairies on management related functions, financial & cost control activities, human resources management, technical & operational activities and other related miscellaneous activities concludes that there are significant differences among the dairies. It is found that the management related functions in terms of general administration and management; corporate planning; controlling, co-coordinating & communicating; marketing & distribution system and customer relation management are performed in much better way in both the Metro Dairy Limited and the Mother Dairy Calcutta than the State Government Dairies. The financial and cost control activities in terms of budgetary control; cost control on stores, purchases and procurement; cost control on incentive, overtime payment and other expenditures are maintained more efficiently in Metro Dairy Limited than the State Dairies and Mother Dairy Calcutta. However, no significant difference is found between the State Dairies and the Mother Dairy Calcutta over this organizational function. Significant differences are found between the State Dairies and the Metro Dairy Limited as well as the Mother Dairy Calcutta in the event of human resources management activities in terms of skill & knowledge of employees, employees' involvement & commitment, control on absenteeism & indiscipline of employees, salary & other monetary benefits and promotion & career prospect. Further, in respect of technical and operational activities in terms of condition of plant & machineries; plant modernization; plant repairing and maintenance; production processes and maintaining of product quality, the Metro Dairy Limited and the Mother Dairy
Calcutta are found in much better conditions than the State Government Dairies. Lastly, significant differences are also found among the dairies in case of other related miscellaneous activities, like development of infrastructural facilities, sourcing of raw materials, maintaining relation for co-operation from government, unions and other stakeholders etc.

5.3 Effect of Key Organizational Functions on Organizational Performances:

The study concludes that the main/key organizational functions of the State Dairies, the Metro Dairy Limited and the Mother Dairy Calcutta influence the respective organizational performances of these dairies in different way. In respect of State Dairies, the organizational performances are highly correlated with their management related functions; financial & cost control activities; human resources management; technical & operational activities and other miscellaneous activities. Therefore, the poor organizational performances of the State Dairies are caused due to of poor status of all these key/core organizational functions of the State Dairies. However, in case of HRM, only the poor employees’ involvement & commitment and poor control on absenteeism & discipline including wastage sabotage etc. significantly affect the organizational performance of the State Dairies. In case of other miscellaneous activities, the organizational performance of the State Dairies is badly influenced by poor infrastructural facilities, lack of proper cooperation from unions and lack of proper support from other stakeholders.

In respect of Metro Dairy Limited, the organizational performance of the dairy is very significantly correlated with its human resources management. The other miscellaneous activities of the dairy are also positively related with its organizational performance. However, it is interesting to note that the human resources management of the dairy is highly related with its technical & operational activities and management related functions. Therefore, it is concluded that the human resources management of the dairy has a significant role towards its better organizational performance which is also reinforced with its better technical & operational activities and management related functions.

In case of Mother Dairy Calcutta, the organizational performance of the dairy is highly correlated with its human resources management and financial & cost control activities. The organizational performance of the dairy is also significantly related with its management related functions; technical and operational activities; and other
miscellaneous activities. Therefore, the human resources management and financial & cost control activities of the dairy are the significant contributors for better organizational performance of the dairy, although the other organizational functions (i.e. the management related functions and the technical & operational activities) also play positive role towards attainment of better organizational performance of the Mother Dairy Calcutta.

5.4 Effect of Adverse Internal Factors on Organizational Performances:

The organizational performances of all the dairies under research are influenced by some critical adverse internal factors/problems to some extent. Such factors are: inadequate management & administration, excessively bureaucratic & centralized management, poor cost control & financial management, lack of proper control, coordination & communication among employees, poor functional & operational management and inadequate marketing & distribution system. However, all of such adverse internal factors do not influence the organizational performances of the State Dairies, the Metro Dairy Limited and the Mother Dairy Calcutta in equal way and in equal degree. The performances of the State Dairies are severely affected by inadequate management & administration and poor functional & operational management. Though, poor cost control & financial management has also a significantly adverse effect on the organizational performances of the State Dairies. But the organizational performance of the Metro Dairy Limited is not so adversely affected by any of the above adverse internal factors/problems; rather, it is found that the performance of the Metro Dairy Limited is inversely related with excessively bureaucratic & centralized management which indicates that the relatively better organizational performance of the dairy is favourably influenced due to absence of the effect of excessively bureaucratic & centralized management in the dairy.

In respect of Mother Dairy Calcutta, the organizational performance of the dairy is not significantly influenced by any of the above mentioned adverse internal factors/problems. Moreover, it is observed that the organizational performance of the dairy is inversely related with its inadequate management & administration; lack of proper control, coordination & communication among employees and poor functional & operational management. This fact indicates that the relatively better performance of the Mother Dairy Calcutta is favorably influenced with the significant absence of these adverse internal factors/problems. The absence of the influence of inadequate marketing
& distribution system of the dairy has also a favourable effect on the organizational performance of the Mother Dairy Calcutta.

5.5 Effect of Adverse External Factors on Organizational Performances of the Dairies:

The organizational performances of the dairies under study are also affected with some critical adverse external factors/problems like; increased competition in business, decreasing market demand of products, sharp increase in procurement cost of raw materials, inability to adapt with technological advancement and other miscellaneous adverse factors (poor infrastructure, high rate of wastage, sabotage etc.). However, all of such adverse external factors influence the organizational performances of the dairies in different way with different degree. The performances of the State Dairies are adversely affected with decreasing market demand of products and sharp increase in procurement cost of raw materials. Apart from the above, the performances of the State Dairies are also adversely affected with the inability to adapt with technological advancement to a great extent.

On the other hand, the organizational performance of the Metro Dairy Limited is not significantly influenced with any of the above mentioned adverse external factors. Further, it is seen that the strong inverse relation of organizational performance of the dairy with increased competition in business, inability to adapt with technological advancement and miscellaneous adverse factors have a favourable impact for better organizational performance of the dairy. Apart from the above factors, the decreasing market demand of products has also no influence over Mother Dairy Calcutta which has a significantly favourable effect on the organizational performance of the dairy.

In the light of the said conclusive discussion, the striking difference in the key/core organizational functions among the State Dairies, the Metro Dairy Limited and the Mother Dairy Calcutta are:

1. Management-related functions,
2. Technical & operational activities, and
3. Human Resources Management.

The management related functions in the sense of general administration and management; corporate planning & implementation of policies; controlling, coordination & communication among employees; marketing & distribution system and customer
relation management are truly poor in State Dairies. These poor management related functions are the major contributors towards poor organizational performances of the State Dairies. The benchmarking study among the dairies on key/core organizational activities reveals that one of the reasons behind the success of the Metro Dairy Limited is its management related functions which has a direct positive relation with the organizational performance of the dairy. In case of the Mother Dairy Calcutta, there is also found a substantial role of its management related functions towards the attainment of better organizational performance. However, the level of management related functions of Mother Dairy Calcutta is not in the same level as it is found in Metro Dairy Limited. Consequently, such difference in the levels of management related functions is reflected in the respective organizational performances of the said two dairies identifying this key organizational function as one of the main determinants for such different organizational performances of the dairies.

The technical & operational activities are essentially the major characteristics of the manufacturing organizations. The dairy organizations under this study are also the manufacturing units in nature since these dairies produce fluid milks and other milk based products with necessary storing facilities. The technical & operational activities of the State Dairies are performed manually through old and back-dated plant & machineries. Therefore, the maintenance cost of these machineries is high with high rate of wear and tear. In addition to this disadvantage, the production output of the dairy plants is low reducing plant efficiency. Consequently, the wastage of dairy products of the dairies is high causing high economic losses. Even, the employees those are directly associated with such plant and machineries are also suffering physically and mentally. There are more chances of accident and fatigue causing boredom and reducing motivation level. All such conditions along with manual system of operation through backdated machineries are sufficient for low employees' productivity and efficiency. As such, the existing technical & operational activities are directly affecting the State Dairies for their poor performances.

Conversely, the benchmarking study reveals that the position of the Metro Dairy Limited in respect of technical & operational activities is superior. The dairy plant is equipped with improved automated plant and machineries providing higher productivity and better plant efficiency. Consequently, it requires less numbers of employees enhancing their productivity and efficiency which in turn keeps up their morale and motivation high.
Thus, better *technical & operational activities* of the dairy are inter-related in developing *human resources management* of the dairy. All such things have a significant effect in achieving better organizational performance for the Metro Dairy Limited. In the event of Mother Dairy Calcutta, the dairy plant is equipped with semi-automated plant and machineries which are undoubtedly superior to those of the State Dairies, but inferior to the Metro Dairy Limited. Consequently, no significant role is played alone by these *technical & operational activities* of the dairy towards better organizational performance, although this has a beneficial effect for achieving better performance collectively with other key/core organizational functions.

The study also clearly identifies that the *human resources management* is the most crucial organizational function to affect the organizational performances of the dairies. In respect of State Dairies, the status of *human resource management* is poor which plays significant role to pull down the organizational performance of the State Dairies. On the other hand, the *human resources management* of Metro Dairy Limited is well which causes for better organizational performance of the dairy. In case of Mother Dairy Calcutta, the *human resources management* is also found well having a positive correlation with the organizational performance of the dairy, although all other key/core organizational functions collectively play significant role towards attainment of good performance for the Mother Dairy Calcutta. These findings/facts establish that the dairy organizations are more service oriented in nature than the manufacturing organizations where HRM occupies a pivotal place for better organizational performance.

In respect of adverse internal factors to influence the organizational performance of the dairies, the striking differences are found in *inadequate management & administration; poor functional & operational management; poor cost control & financial management; excessively bureaucratic & centralized management; lack of proper control, coordination & communication among employees and inadequate marketing & distribution system*. The State Dairies are basically suffering from inadequate management & administration and poor functional & operational management for their poor organizational performances, though poor cost control & financial management has also an adverse effect on the organizational performances of the State Dairies. But, the Metro Dairy Limited as well as the Mother Dairy Calcutta does not suffer from any of such adverse internal factors towards attainment of better organizational performance. Further, it is observed that the absence of excessively bureaucratic & centralized management has a
significantly positive impact over the organizational performance of the Metro Dairy Limited. In case of Mother Dairy Calcutta, the absence of inadequate management & administration, poor functional & operational management and lack of proper control, coordination & communication among employees have significantly favourable influence over the organizational performance of the dairy.

Similarly, in respect of adverse external factors, the State Dairies are significantly affected with decreasing market demand of products, sharp increase in procurement cost of raw materials and inability to adapt with technological advancement causing poor organizational performances of the dairies. However, there is found no adverse effect of any of such adverse external factors on the organizational performance of the Metro Dairy Limited. Moreover, the absence of adverse effect of increased competition in business, inability to adapt with technological advancement and miscellaneous adverse factors has a significant influence over the organizational performance of the dairy. Further, when it is concerned with Mother Dairy Calcutta, no adverse external factor is found negatively influencing the organizational performance of the dairy; rather, the absence of adverse effect of decreasing market demand of products has a favourable effect on the organizational performance of Mother Dairy Calcutta.

5.6 Corroboration of Findings of Present Study in the Perspective of Past Studies:

Though the present study is almost matched with the common findings and comments of earlier researches on turnaround in connection with the nature of sickness, causes sickness, characteristics of a public sector turnaround organization in a third world situation etc., there are still some findings of this study those are not so discussed/matched with the previous studies. Such as:

i) Government Assistance Vs. Government Intervention:

The presence of government in the dairies under study is observed in two ways, i.e. in the form of government assistance and another in the form of government intervention. In fact, government is considered as a major stakeholder to any organization; even, the government is very often treated as the most powerful stakeholder to a public sector organization. Consequently, government occupies a crucial position in the organization on which the performance of the said organization largely depends on. Being the owner of the State Dairies, the state government provides all sorts of assistance to the dairies ranging from financial liabilities to technical support, infrastructural development to welfare sides
of the employees and so on. It means that the dairies are run with 100% government assistance.

On the other hand, the amount of government assistance provided to the Mother Dairy Calcutta is very negligible and in case of Metro Dairy Limited, it is almost nothing. But the fact is that the State Dairies have been suffering from severely declined organizational performances in spite of total government assistance. On the other hand, the Mother Dairy Calcutta and the Metro Dairy Limited are provided with no significant/no assistance from the government. Still, the organizational performances of these two dairies are comparatively much better than the State Dairies which establishes the fact that the government assistance (even total) can not give any guarantee for better organizational performance. Further, better organizational performance of the Metro Dairy Limited without any sorts of government assistance reveals that government assistance may not be considered as the only crucial factor for organizational success. This fact indicates that the government assistance may be beneficial in many respects, but it necessarily imports government intervention which has many negative effects over the organizational performance by suppressing the beneficial sides of government assistance. This government intervention is made under typical bureaucratic format of the government which has a definite adverse effect on the performance of the organization.

ii) Government Organization, Bureaucracy and Organizational Distress:

One of the major characteristics of government organization is that it is controlled by bureaucracy and the trouble is that the bureaucratized organizations are prone to various pathologies having taller hierarchies, more standardized procedures, more formal interactions amongst employees, more specialization of functions and role functions, and more formal decentralization (J.G. March and H. A. Simor, 1958 and M. Crozier, 1964). Bureaucratic organizations tend to have a number of operating problems, such as: much interdepartmental conflict, rigidity, staff alienation, and so forth. Therefore, in a number of ways, bureaucracy badly affects the organizational performance of government organization by reducing staff accountability and staff motivation. The employees have hardly any scope to do anything beyond the structured procedures and formal rules and regulations. Bureaucracy also destroys organizational flexibility and causes for delayed decision providing no scope to become situational.

Thus, bureaucracy has a strong negative impact over organizational performance of government organizations. But in the present study, it is found that the bureaucracy has no
remarkable adverse effect on the organizational performances of the dairies under research. Even, no significant adverse effect of bureaucracy is found on the State Government Dairies (100% government organizations) for their distressed organizational performances.

iii) Exploring the Nature of Dairy Industry:

Reviewing literature, it has been observed that much works have been conducted in the field of turnaround on the organizations of various industries. Such industries range from air transport to banking, equipment and project engineering to pharmaceuticals, metal and industrial materials to textile, paper to steel, fertilizers and chemical to automotive, and so on. But, there may be very less work on the organizations belonging to dairy industry, both in national and international perspectives. Characteristically the dairy organizations are different from other organizations belonging to any other industry. Past studies indicate that there have been much works conducted on manufacturing organizations and service providing organizations individually. Even, a numbers of comparative studies have also been conducted between the manufacturing organizations and service providing organizations. The basic difference between the manufacturing and service providing organizations is that the manufacturing organizations can store what they produce, but service providing organizations can not do that; sale and production of services are almost simultaneous.

The other difference is that the manufacturing organizations emphasize more on technical and operational activities while the service organizations mainly focus on human resources management because the human interfaces with the customers and other support staff are very direct and significantly important in providing services. But in present study, it is observed that the dairy organizations bear both the characteristics of a manufacturing organization and also of a service providing organization. As a main business function, such organizations produce processed milk and various dairy products having the facilities of storing in cold storage. Therefore, the dairy organizations give utmost importance on various technical and operational activities of plant operation and in that sense; these dairy organizations are manufacturing organizations. On the other hand, the dairy organizations almost cater their service of milk supply immediately after production or within very limited period (within a few days) after short storing of processed milk and products. Therefore, the dairies have both facilities of storing the products and providing services to the consumers.
From the study, it has been identified that organizational performances of the dairy organizations are found significantly correlated with human resources management, and technical & operational activities. The technical & operational activities show the resemblances of a manufacturing organization, while the significant correlation between HRM and management related functions of the dairies shows more resemblances of a service providing organization. The inability to store services makes the treatment of human resources quite critical in service organizations. Rough treatment can create a powerful wave to discontent that contaminates the service offered to customers which can culminate in displeased customers and their mass exodus to some other organizations. Since procurement of raw milk and delivering of processed milk and milk products is a people intensive task, it needs superior human resources management practices. Therefore, the maximum stress on management practices emphasizing HRM identifies these dairy organizations as more service-providing organizations.

5.7 Recommendations for the State Dairies:

The findings of this study identify some core areas of organizational deficiencies in the State Dairies in comparison to Metro Dairy Limited and Mother Dairy Calcutta. Such as:

- Management related Functions,
- Technical and Operational Activities,
- Human Resources Management.

Further, the study has assessed some critical adverse factors (external and internal) faced by the State Dairies in the perspective of Metro Dairy Limited and Mother Dairy Calcutta those are responsible for such poor organizational performances of the State Dairies. These are:

- Inadequate management and administration,
- Poor functional and operational management, and
- Poor cost control and financial management to some extent.

Surprisingly, it is observed that the absence of bureaucracy has a significant favourable effect on the organizational performance of the Metro Dairy Limited apart from any unfavourable effect from other adverse internal factors. In respect of Mother Dairy Calcutta, it is observed that the absence of inadequate management &
administration and poor technical & operational management have a significantly favourable impact over the organizational performance of the dairy.

Similarly, the study also identifies some basic differences in the adverse external factors among the dairies to influence their respective organizational performances. It is observed that the performances of the State Dairies are severely affected by:

- Decreasing market demand of products,
- Sharp increase in procurement cost of raw materials, and
- Inability to adapt with technological advancement.

The study also reveals that the absence of adverse effect of increased competition in business, inability to adapt with technological advancement and miscellaneous factors (like, poor infrastructure, high rate of wastage, sabotage etc.) has a favourable effect on the organizational performance of the Metro Dairy Limited. The performance of the Mother Dairy Calcutta is also significantly influenced by the absence of decreasing market demand of products. On the basis of such findings as well as the success factors of the Metro Dairy Limited and Mother Dairy Calcutta, following recommendations are made those can meet up the organizational deficiencies of the State Dairies by addressing the adverse factors faced by them. The recommendations cover the following areas:

1. Development of Human Resources.
2. Better Technical and Operational Activities,
3. Improvement in Management Practices

Development of Human Resources

To improve human resources management as well as to perform management related functions in better way, special emphasize should be given on the development of human resources of State Government Dairies. This can be achieved in two ways i.e. quantitative improvement and qualitative improvement. Quantitative improvement can be done by strengthening the numbers of employees (mass lay off is unnecessary since the size of the dairies are tiny in terms of staff strength) of the dairies. The existing large vacancies in the key posts of the dairies should be filled up with suitable candidates. Simultaneously, to improve to the quality of human resources of the dairies, the old aged and ill employees may be replaced with new employees through VRS with attractive monetary package. Then the employees of the dairies at all levels should be qualitatively
improved by changing their existing mindset from bureaucratic culture to business like culture with excellent customer service attitude since the dairy organizations are more service providing in nature. They should be prepared to take responsibility with autonomy and accountability. This can be done by using relevant HRD tools and training those are found as the most convenient and common tools to achieve such objectives. Training on technical aspects is generally required to enhance the operating skills and technical knowledge of handling sophisticated plant and machineries for better technical and operational activities. Simultaneously, the behavioural training helps the employees in cultural change and attitudinal change. All such attempts have a powerful effect in increasing employees’ productivity, efficiency and quality of work, which in turn develop employees’ morale and motivation. In such way, better human resources management can improve major management related functions and technical & operational activities to achieve better organizational performances for the State Dairies.

Better Technical and Operational Activities:

Productivity, efficiency and quality are three common criteria for better organizational performance of any organization. Such basic criteria for desired organizational performance are normally achieved through better technical and operational activities in which area the State Dairies are back footed and the Metro Dairy and Mother Dairy Calcutta are advanced. The study also reveals that the organizational performances of the State Dairies are significantly hampered due to poor functional & operational management. Therefore, it is imperative to improve the technical and operational activities of the State Dairies by replacing the old, backdated plant & machineries and installing new plant & machineries of latest technology. Plant modernization, automation, computerization and proper training for operation will surely improve the overall productivity, plant efficiency and quality of product. The chances of accident will also be reduced which will enhance employees’ productivity and efficiency. At the same time, proper plant maintenance activities and timely repairing of plant and machineries are considered as essential for better technical and operational activities. All these things will be advantageous for increased production volume. The increased volume of production will require less numbers of employees to operate and certainly reduce the rate of wastage. All these have a positive impact on the economy of the dairies by reducing cost of production. Simultaneously, better quality of products will be an advantageous factor for attracting the customers which will be helpful in expansion of markets. Therefore, for
better organizational performances, the State Dairies should emphasize more on improvement of their technical and operational activities.

**Improvement in Management Practices:**

The study reveals that poor organizational performances of the State Dairies are mainly caused due to their poor status of all key organizational functions. The management related functions, financial & cost control activities, human resources management, technical & operational activities and other miscellaneous functions are all significantly responsible for such poor organizational performances of the State Dairies. On the other hand, the organizational performance of the Metro Dairy Limited is attributed for its better human resources management and other miscellaneous functions. In respect of Mother Dairy Calcutta, it is also observed that all the key organizational functions are significantly related with the organizational performance of the dairy. Therefore, recommendation for improvement in management practices of the State Dairies should focus to improve all key organizational functions giving special focus on human resources management and other miscellaneous functions those are essentially the success factors for Metro Dairy Limited.

Apart from the above, the performances of the State Dairies are adversely affected with the inadequate management & administration, poor cost control & financial management and poor functional & operational management. Therefore, to reduce the adverse effect of these adverse internal factors for better organizational performance, improvement in the areas of management related functions in terms of general administration and management; corporate planning; controlling, co-coordinating & communicating; marketing & distribution system and customer relation management is essential. Improvement in cost control & financial management and technical & operational management is also found equally important for better organizational performances of the State Dairies.

The study also analyzed the relevancy of some proposed corrective/remedial measures for the State Government Dairies in the context of their present organizational performances. These remedial actions include the followings:

1. **Finance & cost control related actions**: Such type of remedial actions were analyzed in terms of budgetary controls, control on purchase, procurement & other expenditures,
closure of uneconomic plant & machineries, reduction of non-performing assets and VRS for aged & ill employees.

2. OD and HRD activities: Relevancy of such activities were analyzed in terms of necessity of new top management, change in work culture and attitude of employees, restructuring and staff empowerment and greater collaboration, coordination among employees, unions and government.

3. Productivity, Efficiency & Quality related actions: Necessity of these type of actions were analyzed in terms of plant modernization with better plant maintenance, optimized use of installed capacity, R&D and TQM, technological innovation for products and processes and employees’ training for better skill, efficiency and productivity.

4. Strategic/Market related actions: Necessity of such actions were analyzed in terms development of growth oriented markets, development of profitable products mix with deletion of unprofitable products, merger/privatization/joint venture and effective advertizing and other sales promotional actions.

Comparative analysis of such proposed remedial actions reveals that the Metro Dairy Limited and the Mother Dairy Calcutta are not required any of the above proposed remedial action in the context of their present organizational performances. But in case of the State Dairies, the OD & HRD and productivity & quality related activities are significantly recommended. However, among all the proposed actions under OD & HRD activities, restructuring and staff empowerment with greater delegation of authority is found highly recommending in the context of present performances of the State Dairies.

5.8 Direction for Future Research:

This part of the chapter outlines a roadmap for further research keeping in mind the limitations of the study as well as growing importance and interest of the subject in the perspective of liberalization policy of dairy industry of the Government of India.

• This study was focused on attitude, knowledge and perception of the managerial cadres of the dairies but not considered how the situation of the affected dairies was perceived by other stakeholders. The future study may include the views of other stakeholders like suppliers, dealers, retailers, customers, government officials, dairy
technologists and other technical personnel those can provide a better understanding on turnaround efforts of a sick dairy organization.

- This present study was straightway focused on the state government dairies and two other dairies i.e. a joint venture dairy (Metro dairy Limited) and a co-operative based government dairy (Mother Dairy Calcutta). Therefore, the present study did not cover the entire dairy industry of West Bengal. As such, the future study may include other private dairies and co-operative based dairies functioning in and outside the state of West Bengal which can provide a broader understanding on relevant topics of turnaround.

- The purview of the present study in the context of geographical location was the only one state of the Government India. The dairy industry of no other state of India was covered under this study. Therefore, it is seemed that the present study is suffered from the lack of pervasiveness of research. In the context of the above, the future study may cover the dairy organizations of other state too which can provide a more in depth insight on relevant study.

Conclusion:

This chapter has concluded the findings of all statistical analysis conducted for the study. On the basis of such finding, it has identified the basic causes of poor organizational performances of the State Dairies of West Bengal. Recommendations for the State Dairies and the directions for further studies have also been clearly indicated in this chapter.