

**CHAPTER SIX**

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**FINDINGS, CONCLUSIONS AND SUGGESTIONS**

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The previous Chapter dealt with the analysis and interpretation of the data collected for the present study. The present Chapter reveals the major findings, conclusions and suggestions. The conclusions and suggestions are based on the primary data and so also on the observations made during the collection of data.

**Findings and Conclusions:**

1. 78.22% of the respondents from the Warana Sugar Factory are from the age-group of 40-60 years, whereas 39.72% respondents of the Ugar Sugar Factory are from 55 to 60 years. This observation reveals the fact that most of the employees from both the organizations are quite experienced and have a considerably long standing in their respective fields.
2. In both the organizations, it was found that there was not a single female managerial person.
3. In both the organizations, the respondents were educationally well qualified. This shows that the managements have a very competent and qualified staff.
4. Majority of the persons in both the organizations are working for more than 20 years in the same institutions consequently, they are in service right from the inception of the factories.

PLANNING:

1. The priorities of both the organizations are similar, viz. production and financial planning. But in Warana sugar factory, production-planning is given more weightage than in Ugar sugar factory for short-term planning. The same fact is true for long-term planning. The observation made by K.V.K.Raju agrees with the importance of planning.

The marketing planning has less importance in both these factories due to the fluctuating Government policy. The Government imposes levy sugar quantity and also determines the free-quota policy for the sugar industry, which affects the marketing of sugar. Sugar also is an essential commodity, hence, making plans for marketing of sugar is not necessary, as there is a great demand for sugar.

2. From the results obtained, it is found that there is no separate Planning Department for making various plans in both the organizations. Various plans are formulated by departmental heads after consulting the Managing Director and other departmental heads. Although Ganesh, K. (1984), in his study, suggested that there should be a separate planning department for making various plans. Yet most of the sugar factories do not have a separate Planning Department because it is not economically feasible.

3. While making the plans, Warana sugar factory faces the difficulties such as lack of experience and knowledge

and non-qualified executives. Ugar sugar factory is better placed in this regard. It is also observed that inaccurate past data is a major problem faced by both the organizations.

4. While preparing actual plans, major practical difficulty faced by the organizations is the rules and restrictions imposed by the Government. The second major difficulty faced by Warana sugar factory is the inadequate budget. But in case of Ugar sugar works, there is no major difficulty of budget, as compared with Warana sugar factory. It is observed that non-cooperation from subordinates, lack of communication and ignorance of subordinates, etc., are the other difficulties faced by both the organizations. Notable point is that Ugar sugar factory has no difficulty of non-cooperation from the subordinates. Ganesh, K. (1984), in his study, has suggested to establish the available communication link between executives and planners and also to establish a strong link with the Government agencies. there are some practical difficulties while preparing the plan in Warana sugar factory, as compared with Ugar sugar factory.

5. It was observed that in Ugar sugar factory, there are less problems in the implementation of plans formulated as compared to Warana sugar factory.

6. Implementation of plan depends upon a number of factors, namely, staff, funds, Government-policy, communication

system, coordination, political pressure and inefficiency of staff, etc. In case of Warana sugar factory, the major problem in the implementation of plan is the adverse Government-policy; because cooperative institutions are controlled by the State Government. In Warana sugar factory, shortage of funds, political pressure and inefficient staff are the other problems in the implementation of plans; whereas Ugar sugar factory has shortage of funds in the implementation of plans because of Reserve Bank of India's rules. 'Cooperative Management', a study undertaken by M.Kutumba Rao (1978), finds that cooperative management differs from capitalistic management. The political influence is seen in the cooperative management, in which management of a cooperative institution is superseded by the political parties.

7. Sugarcane is the only raw material of the sugar industry.

Both the organizations are trying their level-best to improve their sugarcane production. In Warana sugar factory, several steps are taken to give a boost to cane production such as soil-testing facility, lift irrigation schemes and subsidy for digging borewells to producer-members. But Ugar sugar factory uses only the supply of quality seeds and fertilizers to the farmers. Ugar sugar factory has a Research and Development Department and a Leaf-Analysis Laboratory for improving sugarcane production. In the study of NCDC (1982), it is observed that in the cooperative sugar

factories pass on the financial benefits to their producer-members, i.e. farmers, but not in the private sector.

8. It is observed that both the factories have opted for the various ways for the supply of sugarcane. Warana sugar factory has given the highest priority to extending cultivation area of sugarcane within the factory's area, as compared with the Ugar sugar factory. Because, presently, there is an excess supply of sugarcane to the factory, Ugar sugar factory is least interested in demanding gatecane, but it seems that Warana sugar factory is interested in demanding the gatecane. Now-a-days, Ugar sugar factory is unable to crush all the sugarcane within the factory area in a decided schedule.

#### ORGANIZING:

1. It was found that coordination was given importance in both the organizations. It was observed that the relationship between work and people is well-coordinated in both the organizations. Ugar sugar factory has given cent percent importance to the relationship between the work and the people.

Singh, Sitaram and Rudraswami, V. (1959) suggested that coordination is to be taken into account while preparing the chart of organization.

2. Grouping of activities, assigning of activities and delegation of authority, all these steps have been

given proper weightage by both the organizations. It indicates that both the factories have agreed that the authority and responsibility are correlated.

Yonus Kathawala and Edger T. Bush (1983), in their study, observed that Indian firms have no proper organizational chart; yet, this does not hold true in the present study.

3. In Warana sugar factory, 50 per cent of the respondents are interested in forming Advisory Committees, whereas in Ugar sugar factory, the highest rating is given to the problem-solving committee, while in Warana sugar factory, problem-solving committee has less importance. In both the organizations, other committees are also formed. It was found that these committees are useful in the day-to-day working of the organization.
4. The respondents in both the organizations are satisfied with the present organizational structure. In Warana sugar factory, functional type of organization is used, whereas in Ugar sugar factory, functional as well as line and staff type of the organization is used.
5. Cent percent respondents of Ugar sugar factory expressed their view that the delegation of authority to subordinates is sufficient whereas in Warana sugar factory, 91 per cent of the respondents are satisfied with the delegation of authority to the subordinates. Singh, Sitaram and Rudraswami, V. (1959) also endorse these views.

6. In Warana sugar factory, 73 per cent of the respondents have given a high rating to centralization of authority, whereas in Ugar sugar factory, 91 per cent of the respondents have given the highest rating to the centralization of authority, which is more than in Warana sugar factory. Yonus Kathawala and Edger T. Bush (1983), in their study, observed that the Indian firms are characterised by centralization of authority.

#### STAFFING:

1. It was observed that the recruitment procedure in both the organizations is quite similar to a certain extent. In both the organizations, advertisement is the best way of recruitment. The notable thing is that majority of the respondents, i.e. 73 per cent, of Ugar sugar factory have given the highest rating to direct recruitment. Both the organizations have recruited adequate and qualified staff.
2. It was found that both the organizations have given the highest preference to the intelligence-test, followed by an aptitude-test. It is clear that both the managements have realised that measuring the basic human characteristics of abilities relate to the capacity to develop proficiency in a specific job.
3. In Warana sugar factory, 73 per cent of the respondents have given the highest priority to tests and interviews. In Ugar sugar factory, 86 per cent of the respondents gave the



highest priority to advertisement in the newspaper as an external source of recruitment. Both the factories have realised that advertising is a proper technique for attracting good potential employees.

5. In the cooperative sector, in order to cultivate a sense of belonging among the producer-members, the management always tries to take them into confidence and many times, to please them, the near-relatives of the producer-members are given preference in recruitment; whereas in the private sector, competence and qualification are the sole criteria for selection.

6. Majority of the respondents, i.e. 73 per cent and 95 per cent of Warana sugar factory and Ugar sugar factory, respectively, are satisfied with the training facilities given by the organization. From the available data, it was found that Ugar sugar factory has appointed a separate training officer. On the other hand, Warana sugar factory has not appointed any special training-officer. Both the organizations are aware of the fact that new problems, procedures, equipments, knowledge and job constantly create the need for employee training.

7. It was found that Warana sugar factory has given preference not only to on-the-job type training, but also the job-orientation type of training. Similarly, Ugar sugar factory also has the same view that on-the-job training

and job-orientation type of training should be given to the workers. It was observed that both the organizations want that the workers should learn on the actual equipment in use and in the true environment of their jobs.

8. From the available data, it was found that the majority of the respondents have given highest priority to a week-long training, followed by one-year training period. Both the managements have taken care that the training period should not be unduly long.

9. Fiftyfive percent of the respondents from Warana sugar factory have given their top rating to workers, followed by the supervisors. On the other hand, it is also true that the management of Ugar sugar factory has given the highest priority to workers categories, followed by all the categories.

10. Cent per cent of the respondents of both the factories expressed their opinion that there should be a promotion policy. In other words, all the respondents are satisfied with the promotion policy. Both the factories have given inspiration to their personnel for better performance.

11. On the basis of the information provided by the respondents, it was found that majority, i.e. 95%, of the respondents from Warana sugar factory have given preference to seniority as a basis for promotion. But in Ugar sugar factory, cent per cent of the respondents have

given preference to merit, followed by seniority, as a basis for promotion. Chandra R. (1964) observed that promotion in India is mainly a prerogative of the employers.

12. It is clear that all the respondents of Ugar sugar factory have agreed that their management considers the various suggestions made by the employees. It is also true that the majority, i.e. 86 per cent, of the respondents of Warana sugar factory have agreed that their management too considers the various suggestions made by the employees.

13. It is found that both the organizations have given opportunities to their employees for learning new skills and techniques.

Yonus Kathawala and Edger T.Bush (1983), in their study, observed that procedures like proper job description programmes, recruitment and selection procedure, proper training programmes, individual performance appraisal, are not followed in the Indian firms. But in our study, both the organizations have followed some of the procedures of staffing.

#### DIRECTING:

1. In both the organizations, directions are given to the employees. It was also observed that both the organizations have given preference to the consultative technique of direction, followed by free-rein technique.

In Ugar sugar factory, free-rein technique of direction is also used at considerable rate as compared to Warana sugar factory. Both the factories are getting the work done by others.

Although Yonus Kathawala and Edger T. Bush (1983) observed that techniques of direction in the Indian firms are autocratic and paternalistic, yet this does not hold true in the present study.

K.V.K.Raju (1965) suggested that directing is one of the basic elements of effective management.

#### COMMUNICATION:

1. With the help of the answers given by the respondents, it was found that all the respondents from both the organizations have given preference to oral orders, written instructions and personal visits as methods of communication. Both the organizations have been benefitted by certain merits of the above methods of communication.
2. From the respondents of both the organizations, it was found that downward, upward and horizontal types of communication are used. By adopting all the three types of communication systems, both the organizations have benefitted. The communication flows from the upper-most level to the lower level management; lower level to top level management and from one department to other departments.

3. It was observed that the barriers to communication in both the organizations are negligible; 14 per cent of the respondents from Ugar sugar factory have shown their dissatisfaction with the clubbing of several items in one message, which creates confusion among the employees.

4. Eightysix per cent of the respondents from both the organizations positively agreed that there are satisfactory effects of communication system on relations. In short, majority of the respondents are satisfied with the present communication system in both the organizations.

Rehman, A., Roy, A.K. and Sharma, Sharma, K.D. (1969) emphasized that the management should exploit technical communication for realising its objectives. Yonus Kathawala and Edger T.Bush (1983), in their study, have observed that the American firms are more inclined towards open communication and interpretation towards acceptance of suggestions, opinions from the subordinates than the Indian firms.

#### MOTIVATION:

1. On the basis of the information supplied by the respondents from both the organizations, it was found that the economic as well as non-economic means of motivation are offered to the employees. Both the managements have attracted the workers to work more and willingly, by properly motivating them.

CONTROLLING:

1. For controlling the activities, Warana sugar factory has given the highest rating to the pressure on workers as a measure of control, followed by the sale of unused property. The same fact is true about Ugar sugar factory also. Both the managements are getting the benefits of maximum work through all the employees. Both the managements are also ensuring that each individual is working properly and timely.
2. Ninetyfive percent of the respondents of both the factories have agreed that evaluation of performance should be made on various basis. Both the managements have tried their level-best to compare the actual performance with the pre-determined standards.
3. Ninetyfive percent of the respondents from both the organizations have expressed the view that various reports should be prepared. It was found that both the managements are getting daily reports from the concerned departments. The managements of both the factories are aware that reports are to be prepared for the purpose of control and planning.
4. In both the organizations, it was observed that 95 per cent of the respondents have given top priority to the written form of reports, followed by the balance-sheet form of report (only in case of Warana sugar factory), but in

the case of Ugar sugar factory, the written form of report, is followed by oral reports. The management is aware of the fact that the written form of reports are the evidence when there is a possibility of dispute.

5. In Warana sugar factory, 82 per cent of the respondents have given the highest priority to the daily reports, followed by the monthly reports. On the other hand, in Ugar sugar factory, 95 per cent of the respondents have preferred daily reports, followed by monthly reports. The management wants to keep itself uptodate information.

6. Sixtyeight percent of the respondents have given the highest rating to the budget as a tool of control, followed by the return-on-investment and cost-analysis, in Warana sugar factory; whereas 77 per cent of the respondents have preferred cost-analysis as a tool of control, followed by budget and return-on-investment in Ugar sugar factory. They have tried their level-best to find out capital employed by adopting return-on-investment as a controlling tool.

Kaushal, Om P. (1964), in his study, observed that the means and methods of control over capital expenditure and cost, good insight into the problems of organization and role and functions performed by the top management is provided.

Lokanathan, in his study (1965), suggested that if we have to achieve the organizational objectives, an efficient controlling

system is inevitable.

K.V.K.Raju (1969), in his study, observed that control is one of the basic elements of an effective management. Yonus Kathawala and Edger T.Bush (1983), in their study, observed that the Indian firms set standards on ad-hoc basis. Yet, this does not hold true in the present study. Jain, Sushilkumar (1966), in his study, suggested that in order to have an efficient management, following requirements are essential: management control system, measurement of performance and reporting to the management.

#### DECISION-MAKING:

1. Ninetythree percent of the respondents of Warana sugar factory have given the highest priority to policy and operative type of decision-making, followed by the organization and personal and routine and strategic; whereas, 77 per cent of the respondents of Ugar sugar factory have preferred policy and operative type of decision followed by routine or strategic decision-making. Both the factories have given importance to policy and operative decision-making. Warana sugar factory has given the right to the executives for organizational decisions; on the other hand, Ugar sugar factory has given undue importance to routine or strategic types of decisions.
2. It is observed that in both the organizations, majority of the respondents have given the highest priority



to the marginal theory for evaluation, followed by the mathematical theory. Management of both the organizations are taking decisions scientifically.

3. On the basis of the opinions given by the respondents both the organizations have involved subordinates in the process of decision-making. Both the organizations have adopted group decision process, which gives greater participation to the individuals.

4. It is found that cent per cent of the respondents from both the organizations have agreed that the evaluation of performance should be made on various basis. The managements of both the organizations have compared the actual performance with the pre-determined decisions.

Majumdar, T. (1963), in his study, observed that the importance of profitability in making policy decisions in the management process. He also argues that the profitability is very much useful for taking managerial decisions.

Kapur, B.P. (1961) suggested that the success of any management system depends upon the effective decision-making power and its implementation through the top executives. Yonus Kathawala and Edger T. Bush (1983), in their study, have observed that the Indian firms are not getting accurate and adequate information for taking their decisions.

COORDINATION:

1. Eightytwo per cent of the respondents have given the highest rating to direct contact type of coordination, followed by continuity in coordination in Warana sugar factory; while in Ugar sugar factory, 100 per cent of the respondents have given the highest priority to the direct contact, and followed by continuity in coordination. Both the organizations have tried to give a personal touch by following the direct contact.
  
2. It was found that 68 per cent of the respondents of the Warana sugar factory have given the highest priority to the coordination by general staff and self coordination. The same fact is true with Ugar sugar factory. Both the factories have realised that effective coordination relies heavily on everyone being aware of precisely what is required and expected of any individual.
  
3. It was found that majority of the respondents from both the organizations have expressed their view that there should be greater coordination in case of number and complexities of the activities. It is also true that the need for coordination should be there for both the organizations, when there is a conflict between the individual and the organizational goals. Both the organizations have given more importance to the organizational goals than the individual goals.

4. Respondents from both the organizations are of the view that coordination is not the only responsibility of the management, but it is both of the management and the staff. Both the managements are of the view that that the responsibility should be shared among the staff and the management.

5. Ninetyfive per cent of the respondents from Warana Sugar factory have expressed the opinion that coordination is not possible without the leadership from the top management. Similarly, respondents from Ugar sugar factory also agreed that coordination without leadership from the top management is not possible. But in Ugar sugar factory, some respondents have expressed their opinion that coordination is possible without the leadership from the top management. Leadership and coordination are two sides of the same coin, which cannot be separated from each other.

If one takes into consideration the capital employed in both the factories, it is observed that Ugar sugar factory is more efficient in this respect than Warana sugar factory. Warana sugar factory has an installed crushing capacity of 4,000 m.tonnes and its capital employed is Rs.3,13,82,251.90; whereas Ugar sugar factory has an installed crushing capacity of 5,000 m.tonnes and capital employed of Rs.2,00,00,000.00.

In Warana sugar factory, an amount can be deducted as a deposit against the cane price. It is possible only because the

cane producers are the shareholders of the factory. An amount so deducted may be utilized as internal source of finance. But this is not the case in Ugar sugar factory. It is not possible to deduct any amount against the cane price because the producers are not the shareholders of the company. Therefore, Ugar sugar factory lags behind in creating internal source of finance.

The operational efficiency of Warana sugar factory is more, as compared to Ugar sugar factory.

#### **THEORETICAL IMPLICATIONS:**

##### PLANNING:

All the managerial actions depend on planning. It provides a guideline to all functions. The long-term plans usually encompass all the functional areas of the business. For adopting the right strategy and developing the organization on a sound footing, long term planning is indispensable. Short-term plans directly affect functional groups - production, marketing, finance, personnel, etc.

##### ORGANIZING:

Determination and assignment of duties to people and the establishment and the maintenance of authority relationship among these grouped activities mainly depend on the organization. Organization is the structural framework within which the various efforts are coordinated and related to

each other. Organization facilitates management process, encourages growth and diversification provides for optimum use of technical improvements.

#### STAFFING:

Staffing is concerned with the recruitment, selection, training and development of all those members of the organization whose function is to get things done through the efforts of other individuals. Entire machinery of management depends on the staff. It is expected that all positions in the organization are occupied by right individuals, who are competent and willing to discharge their responsibilities and duties. Open competition in selection and placement of manager enables the organization to get competent managers. Training improves the attitudes, skills and abilities of workers to perform specific jobs. Promotion is a method of recruitment within the organization. Due to the promotion, the experience of existing personnel is utilized. Promotion gives inspiration to other personnel for better performance.

#### DIRECTING:

In the organization, every action is initiated through directions. Getting the work done and developing future managers depends upon the directions. In the consultative direction, the participation can occur on every level of organization. Free rein direction technique encourages the

subordinates to contribute their own initiative, independent thought and ingenuity to the solution of a problem.

#### COMMUNICATION:

Due to the communication, an executive informs his working group of programmes, initiates his actions, inspires the efforts of its members, coordinates their activities, deals with any faults in the process of operation. Oral communication is helpful in face-to-face, two-way communication, where persons can exchange their feelings fully and clarity regarding any doubts or ambiguity may be sought. Oral communication also helps in avoiding delays, red-tapism and formalities and promote friendly and cooperative spirit. Written communication is more orderly and binding on subordinates and superiors to take suitable actions in the organization.

#### MOTIVATION:

Motivation is a productivity factor in industry. Getting the work done depends mainly on whether a person has been motivated to do it or not. Motivating a worker, it creates a need and desire on the part of a worker to better his present performance. Financial and non-financial means of motivation are offered to the employees to attract the workers to work more and willingly.

#### CONTROLLING:

Controlling smoothens the working of an organization.

Control is a result of plans, objectives and policies laid down and yet control may result in modification of future plans. Planning, organizing and staffing can also be effected by control. Control is necessary in every organization to ensure that everything is going properly. Controlling implies determining and stating specifically what is to be accomplished, then checking performance against such standards prescribed with a view to corrective action required to achieve the planned objectives. Evaluation of performance depends on controlling. Controlling is useful to compare the actual performance with the pre-determined standards. Written form of reports as a technique of controlling is suitable for convenience to a large number of persons at the same time. Written reports serve as a record and can be used over and over again. Written form of reports are the evidence when there is a possibility of dispute.

#### DECISION-MAKING:

Decision-making is an integral part of any organization. Every aspect of management functions such as planning, organizations, motivations and control is determined by decisions. Routine decisions are taken in the context of day-to-day operations of the organization. Mostly, they are related with the general functioning of the organization. Strategic decisions are taken during the current time period, but primary effect is felt during some future period. Strategic decisions affect organizational structure, objectives, facilities

and finance. Policy decisions have long-term impact. These decisions provide help in establishing the business such as deciding location of plant, volume of production, etc.

#### COORDINATION:

Coordination makes different members of a group and different groups or units in an organization work harmoniously for the realization of common objectives. Coordination is intended to channelise the cooperative efforts and behaviour of people along organizationally determined lines and to contain the possibilities of conflict within tolerable limits. Coordination is helpful to make a personal touch. By direct contact, ideas can be exchanged better and misunderstanding cleared more easily. Coordination facilitates to the everybody into confidence which, in turn, creates a sense of involvement among the workers.

#### SUGGESTIONS:

Although the researcher is well aware of the fact that generalizations cannot be made on the basis of micro studies, yet the present study can certainly be of immense use in suggesting and improving the management techniques and practices in similar organizations elsewhere. This itself is an indicator of the scope of the present study for enhancing its applied value.



On the basis of the above statement, the researcher would like to make some practical suggestions, which will go a long way to improve the management practices in the organizations under study. The researcher sincerely hopes that both the organizations will give due response to the suggestions, with which efficient and good management practices will be established and facilitate the working of both the organizations to be more successful.

- (1) The researcher would like to suggest that there should be a separate planning department in both the organizations;
- (2) The Ugar sugar factory should give more importance to financial and personnel planning;
- (3) So far as Warana sugar factory is concerned, plans should be prepared by qualified, experienced and talented executives;
- (4) Adequate budget should be provided by Warana sugar factory to various departments;
- (5) Warana sugar factory should take into consideration the proper cooperation from the subordinates;
- (6) While organizing, both the factories should give importance to the combination of labour;
- (7) Proper weightage should be given to the grouping of activities in the process of organization by the Ugar sugar factory;

- (8) Warana sugar factory should form committees like joint-works committee, safety committee. This will certainly help to solve the various problems of the workers and for smooth running of the factory;
- (9) As far as recruitment procedure is concerned, Warana sugar factory should take into account the recommendations of reputed persons upto some extent;
- (10) It is observed that both the organizations have given less importance to physical fitness. Hence, it is suggested that physical fitness test be taken while selecting the staff.
- (11) Both the organizations must be aware of the fact that the reference check is very important in case of recruitment and service;
- (12) Warana sugar factory should have a separate training department and a training officer; through this, various types of training like apprenticeship, learner and refresher training should be provided to the workers. This should not be confined to the workers alone but it should also be provided to the managers and officers;
- (13) First of all, promotion should be given to the employees on purely merit basis and then seniority should be considered by Warana sugar factory.
- (14) The management of Warana sugar factory should encourage the subordinates to contribute towards a solution of a problem. This will, in the long run, facilitate

the further development of the staff, to enable them to give an independent thought to all the issues.

- (15) The management of Ugar sugar factory should not adopt too many items in the same message as it leads to confusion in the mind of the recipient of the communication.
- (16) The Ugar sugar factory should adopt price-cutting as a measure to control the activities, if they fall short of standards.
- (17) Cost analysis system should be adopted by the Warana sugar factory as a controlling tool in the management practice.
- (18) In the process of decision-making, 'psychological theory approach' should be taken into consideration as an alternative evaluation by both organizations.
- (19) The management of the Ugar sugar factory should coordinate with various departments and workers by early beginning and reciprocal relations.
- (20) The Ugar sugar factory should be aware of the fact that the effective coordination takes place due to coordination by committees. Similarly, both the organizations should be aware of the fact that the effective coordination takes place due to spatial coordination.
- (21) The system of workers participation in the management should be introduced by the management of Ugar sugar factory.

- (22) The amount of capital employed by the Warana sugar factory is comparatively more, as compared with the crushing capacity of the factory. Therefore, it is suggested that Warana sugar factory should expand their crushing capacity without any further increase in the capital.
- (23) There should be a separate research and development department in Warana sugar factory that will enable the factory to go for various high-yielding varieties of sugarcane and other crops as well.

The present study is confined to the study of two separate organizations - cooperative and private - under the same industry. But if similar studies are undertaken for a different industry for different organizations, viz., private, cooperative and government, it will certainly facilitate to have a broad perspective of the management practices and techniques adopted elsewhere and the scope for improving the same.