

Management factors determining the successfulness and illness of sugar factories

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ABSTRACT : Maharashtra is said to be home of co-operative sugar industries. In Maharashtra there are some co-operative sugar factories run very successfully. But the number of ill co-operative sugar factories is increasing yearly. In view of paramount the present study was conducted on Manjara Shetkari Shahakari Sakhar Karkhana (SSSK) Ltd., Vilas Nagar, Tq. and Dist. Latur and Shetkari Sahakari Sakhar Kharkhana Ltd., Killari, Tq. AUSA, Dist. Latur were purposively selected as successful and ill co-operative sugar factory, respectively. The present study showed that the employees are less in number but they were working by utilizing their full capacity with co-ordination and co-operation. Upwards and down ward communication was found to be best. Rewards to employees, production of additional bi-products like electricity, minimizing the expenditure on transporting of sugarcane were some of the important suggestion for the progress of factory.

KEY WORDS : Management factors, Sugar industry

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INTRODUCTION

Number of co-operative sugar factories are established in India particularly in Maharashtra for the development of rural people. In Maharashtra there are some co-operative sugar factories run very successfully. But the number of ill co-operative sugar factories is increasing yearly. The major reason for this is Body of Directors of these co-operative factories including the chairman and vice-chairman show a very poor professional approach in successful handling and managing the affairs of the co-operative organization. In view of paramount importance of the knowledge about the various aspects of management affairs of co-operative sugar factory in successful working the present case study was undertaken with following specific objectives :

-To know the factors responsible for successfulness /

illness and to identify the suggestions for improvement in the present working situation.

EXPERIMENTAL PROCEDURE

Manjara Shetkari Shahakari Sakhar Karkhana (SSSK) Ltd., Vilas Nagar, Tq. and Dist. Latur and Shetkari Sahakari Sakhar Kharkhana Ltd., Killari, Tq. AUSA, Dist. Latur were purposively selected as successful and ill co-operative sugar factory, respectively. The statistical tools like frequency, percentage and ranking are used and data were processed through primary and secondary tabulation during the year 2005-2006.

EXPERIMENTAL FINDINGS AND ANALYSIS

Table 1 shows that majority of the respondents suggested the regular budget preparation, regular vehicles and machinery repairs, prompt recovery of advances paid and expenditure on repairs of vehicles was reasonable.

It is clear from Table 2 that almost all the respondents expressed that required machinery was available, of good standards, machinery does not go out of order frequently during the season, it was repaired immediately.

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Table 1 : Management factors related to the money

Sr. No.	Statements	Yes		No	
		Frequency	Per cent	Frequency	Per cent
1.	Preparation of budget regularly	20	100	--	--
2.	Salary paid regularly and as per the norms	18	90	02	10
3.	Payment of bonus regularly as per the satisfaction	12	60	08	40
4.	Care and repairs of vehicles and machinery regularly	20	100	--	--
5.	Regular payment of sugarcane bill to the farmers	19	95	01	05
6.	Regular payment of salary	18	90	02	10
7.	Provision of loans to cater the special needs	14	70	06	30
8.	Regular recovery of advances paid to contractors of sugarcane harvesting labours and owners of transporting vehicles	20	100	--	--
9.	Expenditure on repairs of care of vehicle is reasonable	20	100	--	--

Table 2 : Management factors related to the machinery

Sr. No.	Statements	Yes		No	
		Frequency	Per cent	Frequency	Per cent
1.	Essential machinery is available	18	90	02	10
2.	Machinery is of good standard	20	100	--	--
3.	During crushing season machinery goes out of order	02	10	18	90
4.	Machinery is repaired immediately	20	100	--	--
5.	Repairing of machinery and vehicles is done in time	20	100	--	--
6.	Crusher used as per its capacity	--	--	20	100
7.	Modern improved machinery used in office working	15	75	05	25

Table 3 : Management factors related to the material

Sr. No.	Statements	Yes		No	
		Frequency	Per cent	Frequency	Per cent
1.	Sugarcane is available in jurisdiction as per the crushing capacity	20	100	--	--
2.	Harvesting is done as per the planned programme	20	100	--	--
3.	Godowns are sufficient for storage of sugar	05	25	15	75
4.	Material purchased from authorized agency	17	85	03	15
5.	Material purchased is of good standard	16	80	04	20

Table 4 : Management factors related to the men

Sr. No.	Statements	Yes		No	
		Frequency	Per cent	Frequency	Per cent
1.	Seniors give detail information to juniors	20	100	--	--
2.	Juniors communicate the work reports to seniors	20	100	--	--
3.	Employees obey the orders of seniors	20	100	--	--
4.	Employees work co-operatively with board of directors	20	100	--	--
5.	Employees encouraged for their good work	20	100	--	--
6.	Trainings provided to employees to increase their capacity	20	100	--	--

Table 5 : Suggestions regarding progress of the factory

Sr. No.	Suggestions	Frequency	Per cent
1.	Increase of crushing capacity	12	60
2.	Regular refund of loans	18	90
3.	Continuous training to employees	15	75
4.	Rewarding employees for good work	20	100
5.	Installation of machinery with modern technology	15	75
6.	Increase of salary parallel to other fields	18	90
7.	Production of additional bi-products, electricity	20	100
8.	Minimizing the expenditure on transportation of cane by making available good recovery variety in the near by distance	17	85
9.	Computerized office working	14	70
10.	Minimizing expenditure on sugar production	20	100

As regards with the management factors related to the material Table 3 shows that almost all the respondents were of the opinion that the required sugarcane quantity was available in the jurisdiction, harvesting programme was carried out as per the planned programme strictly, material was purchased was from authorized agency and of the good standards.

All the statements were given management factors related to men given in Table 4 which showed that all the respondents adopted the factors like give information to juniors, communication, follow up of orders, co-operation, encouraging and training.

It is obvious from Table 5 that rewarding to employees for good work, production of additional bi-products, electricity and minimizing the expenditure on sugarcane production were suggestions from all the respondents followed by regular refund of loans, increase of salary and minimizing the expenditure on transporting of sugarcane by making good recovery sugarcane variety available from close area. Mane (1999) had also worked on evaluation of impact of co-operative

sugar factory on the economic development of sugarcane growers.

Conclusion :

- Employees are less in number but they were working by utilizing their full capacity with co-ordination and co-operation. Upwards and down ward communication was found to be best.
- Rewards to employees, production of additional bi-products like electricity, minimizing the expenditure on transporting of sugarcane were some of the important suggestion for the progress of factory.

Recommendations :

- Maintenance of work environment by encouraging the employees to take initiative and responsibility.
- Management training must be continuously given.
- Individual interest should not be dominated over the common interest / objective of the management body.

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