

## Impact of group cohesiveness on professionalism in management of co-operative sectors

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### ABSTRACT

The co-operatives in the present time represent myriad socio-economic activities with a wide range and depth. The co-operatives should not show despondency by showing a lukewarm attitude to the rapid advances in the field of management. For this, the quality of personnel, their dedication, motivation, skills etc. will be very crucial in making the organizations embark on a successful path. For the present study, the data were collected with the help of structured schedule by personal interview method. The dependent and independent variables were measured by utilizing suitable scales and procedure adopted by other research workers. The statistical measures such as percentage mean score, standard deviation, co-efficient of correlation, stepwise multiple regression, standard partial regression co-efficient and path co-efficient analysis were used. A majority of the agricultural (58.33 per cent), sugar (78.33 per cent) and dairy (61.67 per cent) co-operative sectors' respondents had moderate level of group cohesiveness. It was found highly significant correlation between group cohesiveness and professionalism.

### INTRODUCTION

The management of co-operatives has become a complex phenomenon requiring a high degree of innovation, skills and ability to experiment with new ideas. The problems of management have become manifold requiring specialized attention in the spheres of marketing, banking, processing, consumption etc. Due to this, application of specific fields of management with their techniques and methodologies has become important in the field of co-operatives, where management at present is quite simple and elastic, portraying a disjointed and somewhat outdated outlook. The co-operatives should not show despondency by showing a lukewarm attitude to the rapid advances in the field of management. A definite spin off effect of professionalism will rise in productivity for co-operatives, which will be an important yardstick of success for the growth of co-operative organizations. Productivity would mean sticking to deadlines, targets, consuming less time, creating appropriate checks and balances etc. Efficiency in the mode of functioning would thus be intrinsic to the agenda of co-operatives (Manivannan *et al.*, 2011). The challenge is to

combine efficient methods for economy and democracy at all levels of co-operative activity.

For this, the quality of personnel, their dedication, motivation, skills etc. will be very crucial in making the organizations embark on a successful path.

Group cohesiveness was defined as the "we feeling" and sense of belongingness developed by the members in the co-operative. Group cohesiveness refers to the degree to which its members are attracted to the group, are motivated to remain in the group and mutually influence one another. Members of highly cohesive groups are more energetic in group activities, are less likely to be absent from group meetings, and are happy when the group succeeds and sad when it fails, whereas, member of less cohesive groups are less concerned about the group's activities. Considering the above facts it is conceptualized that group cohesiveness will be positively related with the perception of professionalism in management of co-operative sectors in the present investigation.

### METHODS

Ex-post-facto research design was used for the present

study. The three co-operative sectors, viz., agricultural, sugar and dairy are spread over and functioning in all the part of South Gujarat. Later on three co-operative societies from each sector were selected randomly. Three categories of respondents, viz., office-bearers, leaders and primary members of the societies were selected randomly at the ratio of 5:5:10. Thus, the total numbers of respondents were 180. The data were collected with the help of structured schedule by personal interview method. The dependent and independent variables were measured by utilizing suitable scales and procedure adopted by other research workers. The statistical measures such as percentage mean score, standard deviation, co-efficient of correlation, stepwise multiple regression, standard partial regression co-efficient and path co-efficient analysis were used.

### OBSERVATIONS AND ANALYSIS

The majority of the agricultural (58.33 %), sugar (78.33 %) and dairy (61.67 %) co-operative sectors' respondents had moderate level of group cohesiveness. It was followed by low group cohesiveness in agricultural (36.67 %) and high group cohesiveness in sugar (16.67 %) and dairy (28.33 %) co-operative sectors (Table 1). Soni and Mathur (2011) reported the same observations.

The pooled data also showed that the majority of the respondents (66.11 %) had moderate level of group cohesiveness, followed by low level (17.22 %) and high level (16.67 %) of group cohesiveness (Table 1).

The calculated value of correlation coefficient showed highly significant and positive correlation between group cohesiveness and professionalism in management of co-operative sectors. These show that there was much more group cohesiveness in sugar and dairy co-operative sectors as compared to agricultural co-operative sector. Kumar *et al.* (2011) also reported the same trends.

The probable reason might be that sugar and dairy co-operative sectors had well developed infrastructure facilities than agricultural co-operative sector. The findings are in line with the observation of Shah (1995), Srinath (2000), Prabhu and Sheno (2001) and Ramesh (2001).

### Conclusion:

Based on this study it can be conclude of that the pooled data showed in order to the majority of the respondents (66.11 %) had moderate level of group cohesiveness, followed by low level (17.22 %) and high level (16.67 %) of group cohesiveness, respectively.

The calculated value of correlation coefficient showed highly significant and positive correlation between group cohesiveness and professionalism in management of co-operative sectors. These show that there was much more group cohesiveness in sugar and dairy co-operative sectors as

Level of group-cohesiveness	Co-operative sectors			Pooled
	Agricultural (n=60)	Sugar (n=60)	Dairy (n=60)	
Low (score up to 45)	22 (36.67)	03 (5.00)	06 (10.00)	31 (17.22)
Moderate (score From 46 to 56)	35 (58.33)	47 (78.33)	37 (61.67)	119 (66.11)
High (score above 56)	03 (5.00)	10 (16.67)	17 (28.33)	30 (16.67)
Total	60 (100.00)	60 (100.00)	60 (100.00)	180 (100.00)
Value of correlation coefficient (r)	0.715**	0.371**	0.765**	0.701**

Figure in Parenthesis indicate percentage, \*\* indicate significant at 0.01 level of probability, x = 50.99 and S.D. = 5.74

compared to agricultural co-operative sector. Hence, the sugar and dairy co-operatives in Gujarat is more efficient than agricultural cooperatives in general. Agricultural cooperative should take swearword from dairy and milk cooperatives for remunerative prices of agricultural merchandise. It was found highly significant correlation between group cohesiveness and professionalism.

#### Implication:

Based on this study we may say that the group cohesiveness on professionalism in management of co-operative sectors is such crucial persona that should be imitate on triumph or disappointment of the organizations. We should take care of such important traits to be a successful coordinator of cooperatives in a golden era of organic and sustainable agricultural escalation as a whole to contend in worldwide markets. Group cohesiveness and professionalism should have positive and significant correlation.

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