

Research Article

The factors responsible for professionalism in management of agricultural co-operative sector of south Gujarat

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SUMMARY : Professionalism is essentially a function of modernization in which co-operatives have to emerge as strong business enterprises so as to emerge triumphant amidst the winds of change in the economy. As they have matured as organizations, there is a corresponding need to infuse adequate doses of professionalism in their functioning. They will have to manage change through scientific behavioural tools and innovations. They will have to discard their old norms of functioning, imbibe a new culture and sharpen their powers of resilience so as to march ahead in this tumultuous era. In this pursuit, professionalism competence of co-operatives should come to the fore. In order to assess the amount of contribution (influence) of each independent variable to the dependent variable, the effect of other was held constant. Out of all independent variables, the professionalism in management of dairy co-operative sector was affected and predicted by five independent variables namely knowledge about principles of co-operation, perceived benefits of co-operatives, faith in people, education and group cohesiveness, which had together contributed to 90.95 per cent of the total variation in the perception of professionalism. The findings are suggestive of the fact that the farmers having more knowledge about principles of co-operation, more perception regarding benefits of co-operatives, more faith in people higher education and higher group cohesiveness were found to have more perception of professionalism in management of dairy co-operative sector.

KEY WORDS:

Knowledge ,
Behavioural,
Education,
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BACKGROUND AND OBJECTIVES

Professionalism is essentially a function of modernization in which co-operatives have to emerge as strong business enterprises so as to emerge triumphant amidst the winds of change in the economy. As they have matured as organizations, there is a corresponding need to infuse adequate doses of professionalism in their functioning. They will have to manage change through scientific behavioural tools and innovations. They will have to discard their old norms of functioning, imbibe a new culture and sharpen their powers of resilience so as to march ahead in this tumultuous era. In this pursuit,

professionalism competence of co-operatives should come to the fore. This can only materialize if attempts are made to follow the dictates of professionalism in demonstrating certain proficiency and excellence in practices, based on a systematic body of knowledge, aiming at inculcating among its members a sense of responsibility towards each other and at establishing norms of behaviour, and clearly defined qualifications for membership. Some may consider it as an idealistic assumption, but closely following its spirit would portray a serious endeavor towards fulfillment of the objective of professionalism in a sharp break from the past.

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The co-operatives in the present times represent myriad socio-economic activities with a wide range and depth. Their management 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 be rise in productivity for co-operatives, which will be an important yardstick of success for the growth of co-operative organizations.

The co-operative sector in India has emerged as one of the largest in the world with 504 thousand societies of various types with a membership of 20.91 crore and working capital of Rs. 2,27,111.83 crores. The co-operatives in the present times represent myriad socio-economic activities with a wide range and depth.

RESOURCES AND METHODS

In order to assess the amount of contribution (influence) of each independent variable to the dependent variable, the effect of other was held constant. Efraymson's (1962) stated that stepwise regression is one such method which has been widely adopted in multiple regression analysis. It has got the added advantage that at each stage of analysis, every variable is subjected to an examination for its predictive value. The stepwise regression was carried out with the help of computer. The results are presented in Table 1 and 2. The contents of the table revealed that the variables were introduced stepwise in succession depending upon the contribution of each of the dependent variable in explaining the variation in the dependent variable.

The multiple regression co-efficients (r) represent the correlation between the dependent variable's actual score and

the predicted score obtained from the fitted multiple regression equation. The coefficient of multiple determinations (R^2) gives the average amount of change in dependent variables when all independent variables were taken together and was tested with 'F' test for its significance. The partial regression coefficient (b) represents the change in dependent variable for a unit change in independent variables and was tested with student's 't' test for its significance. The various independent variables had their own units of measurement which did not permit a comparison of the partial b values. To facilitate comparison, the partial b values were converted into standard partial b' values which were free from the units of measurements as per the method suggested by Ezekiel and Fox.

The independent variables were then ranked on the basis of standard partial b' values, to find out their relative importance in predicting the dependent variables.

OBSERVATIONS AND ANALYSIS

The results of the present study as well as relevant discussions have been presented under following sub heads:

Stepwise multiple regression analysis of independent variables and professionalism in management of dairy co-operative sector:

Stepwise multiple regression analysis with independent variables and professionalism as dependent variable was carried out. The findings are presented in Table 1 and 2.

Data in Table 1 indicate that out of all independent variables, five variables, namely, education, knowledge about principles of co-operation, faith in people, perceived benefits of co-operatives and group cohesiveness were accounting influence on the professionalism in management of dairy co-operative sector. All the five independent variables together accounted 91.60 per cent of variation as indicated by R^2 value of professionalism. R^2 value was found to be significant at 0.01 level of probability.

The partial b values of these variables were converted into standard partial b' values. The 't' values of partial b were observed to be significant at 0.01 level of probability for two variables, namely, knowledge about principles of co-

Table 1: Stepwise multiple regression analysis of independent variables and professionalism in management of dairy co-operative sector (n=180)

Sr. No.	Independent variables	Partial regression co-efficient (b)	't' value	Standard error of regression co-efficient (Se of b)	F' value	Standard partial regression co-efficient (b')	Rank
1.	Education (x_2)	-1.1712	-0.415	0.4109	8.124*	-0.1101	V
2.	Knowledge about principles of co-operation (x_{10})	3.7505	14.924**	0.3295	129.549**	0.6338	I
3.	Faith in people (x_{14})	0.4183	2.504*	0.1260	11.017*	0.1440	IV
4.	Perceived benefits of co-operatives (x_{15})	0.3931	11.213**	0.1160	11.485**	0.2339	II
5.	Group cohesiveness (x_{17})	0.3989	9.041**	0.1678	5.649*	0.1493	III

* and ** indicate significance of values at $P=0.05$ and 0.01 , respectively, $R = 0.9608$,

$R^2 = 0.9160$ **

Table 2: Stepwise variation accounted by different independent variables on professionalism in management of dairy co-operative sector (n=180)

Sr. No.	Variable included	Co-efficient of multiple determination 'R ² '	Total variation accounted (%)
1.	Knowledge about principles of co-operation (x ₁₀)	0.7934	79.34
2.	(x ₁₀) + perceived benefits of co-operatives (x ₁₅)	0.8879	88.79
3.	(x ₁₀) + (x ₁₅) + faith in people (x ₁₄)	0.9019	90.19
4.	(x ₁₀) + (x ₁₅) + (x ₁₄) + education (x ₂)	0.9090	90.90
5.	(x ₁₀) + (x ₁₅) + (x ₁₄) + (x ₂) + group cohesiveness (x ₁₇)	0.9160	91.60

operation and perceived benefits of co-operatives and group motivation, whereas, it was found to be significant at 0.05 level of probability in case of faith in people and group cohesiveness. Based on the absolute values of standard partial b' these four variables were ranked from the highest to the lowest order of the contribution. The rank order given for knowledge about principles of co-operation was the first, second to perceived benefits of co-operatives, third to group cohesiveness, fourth to faith in people and fifth education. It is, therefore, clear that the relative importance of knowledge about principles of co-operation was more than other four factors.

As a result of stepwise regression analysis, the regression model developed as:

$$y_3 = a + b_2 x_2 + b_{10} x_{10} + b_{14} x_{14} + b_{15} x_{15} + b_{17} x_{17}$$

where,

y₃ = Professionalism in management of dairy co-operative sector

a = Intercept i.e. 36.8118

b₂ = Co-efficient of partial regression of y₃ on x₂ i.e. 1.1712

b₁₀ = Co-efficient of partial regression of y₃ on x₁₀ i.e. 3.7505

b₁₄ = Co-efficient of partial regression of y₃ on x₁₄ i.e. 0.4183

b₁₅ = Co-efficient of partial regression of y₃ on x₁₅ i.e. 0.3931

b₁₇ = Co-efficient of partial regression of y₃ on x₁₇ i.e. 0.3989

x₂ = Education

x₁₀ = Knowledge about principles of co-operation

x₁₄ = Faith in people

x₁₅ = Perceived benefits of co-operatives

x₁₇ = Group cohesiveness

Therefore, the fitted equation would be as under:

$$y_3 = 36.8118 + (1.1712) x_2 + (3.7505) x_{10} + (0.4183) x_{14} + (0.3931) x_{15} + (0.3989) x_{17}$$

It is obvious from the data in Table 2 that the variable knowledge about principles of co-operative alone contributed to 79.34 per cent variation in the professionalism in management of dairy co-operative sector, followed by

knowledge about principles of co-operative + perceived benefits of co-operative accounted for 88.79 per cent, the earlier two variables + faith in people accounted for 90.19 per cent earlier three variables + education accounted for 90.90 per cent and earlier four variables along with group cohesiveness together accounted for 91.60 per cent variation in professionalism.

The discussion leads to conclude that the professionalism in management of dairy co-operative sector was affected and predicted by five independent variables namely knowledge about principles of co-operation, perceived benefits of co-operatives, faith in people, education, and group cohesiveness, which had together contributed to 90.95 per cent of the total variation in the perception of professionalism. The findings are suggestive of the fact that the farmers having more knowledge about principles of co-operation, more perception regarding benefits of co-operatives, more faith in people higher education and higher group cohesiveness were found to have more perception of professionalism in management of dairy co-operative sector.

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