



# The factors accountable for professionalism in administration of sugar co-operative sector of South Gujarat

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**Abstract :** 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. Efroymsons (1962) stated that stepwise regression is one such method which has been widely adopted in multiple regression analysis. Out of all independent variables, the professionalism in management of sugar co-operative sector was affected and predicted by four independent variables, namely, knowledge about principles of co-operation, group motivation, family size and perceived benefits of co-operatives and which had together contributed to 63.58 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, higher group motivation, family size and more perception regarding benefits of co-operatives were found to have more perception of professionalism in management of sugar co-operative sector.

**Key Words :** Professionalism, Management, Administration, Co-operative

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## INTRODUCTION

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.

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

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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.

## MATERIALS 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. Efroymson (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 co-efficient 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 co-efficient ( $b$ ) 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.

## RESULTS AND DISCUSSION

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 sugar 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, four variables namely family size, knowledge about

**Table 1: Stepwise multiple regression analysis of independent variables and professionalism in management of sugar 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.	Family size ( $x_7$ )	3.4471	0.544	2.1227	2.637	0.1284	IV
2.	Knowledge about principles of co-operation ( $x_{10}$ )	3.8465	8.932**	0.4474	73.925**	0.7106	I
3.	Perceived benefits of co-operatives ( $x_{15}$ )	0.2611	3.516**	0.1844	2.006*	0.1315	III
4.	Group motivation ( $x_{16}$ )	1.0795	2.555*	0.5501	3.850**	0.1744	II
* and ** Indicate significance of value at P=0.05 and 0.01, respectively			R =0.8127	R <sup>2</sup> =0.6358**			

**Table 2: Stepwise variations accounted by different independent variables on professionalism in management of sugar co-operative sector**

Sr.No.	Variable included	Coefficient of multiple determination 'R <sup>2</sup> '	Total variation accounted (%)
1.	Knowledge about principles of co-operation ( $x_{10}$ )	0.5791	57.91
2.	( $x_{10}$ ) + group motivation ( $x_{16}$ )	0.6211	62.11
3.	( $x_{10}$ ) + ( $x_{16}$ ) + family size ( $x_7$ )	0.6292	62.92
4.	( $x_{10}$ ) + ( $x_{16}$ ) + ( $x_7$ ) + perceived benefits of co-operatives ( $x_{15}$ )	0.6358	63.58

principles of co-operation, perceived benefits of co-operatives and group motivation were accounting influence on the professionalism in management of sugar co-operative sector. All the four independent variables together accounted 63.58 per cent of variation as indicated by R<sup>2</sup> value of professionalism. R<sup>2</sup> 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-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 group motivation.

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 group motivation, third to perceived benefits of co-operatives and fourth to family size. It is, therefore, clear that the relative importance of factor knowledge about principles of co-operation was more than other three factors.

Therefore, the fitted equation would be as under:

$$Y_2 = 51.7731 + (3.4471) x_7 + (3.8465) x_{10} + (0.2611) x_{15} + (1.0795) x_{16}$$

It is obvious from the data in Table 2 that the variable knowledge about principles of co-operation alone contributed to 57.91 per cent variation in the professionalism in management of sugar co-operative sector, followed by knowledge about principles of co-operation + group motivation accounted for 62.11 per cent, the earlier two variables + family size accounted for 62.92 per cent and earlier three variables along with perceived benefits of co-operatives together accounted for 63.58 per cent variation in professionalism.

The discussion leads to conclude that the professionalism in management of sugar co-operative sector was affected and predicted by four independent variables, namely, knowledge about principles of co-operation, perceived benefits of co-operatives, family size, and group motivation, which had together contributed to 63.58 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, higher group motivation, larger family size and more perception regarding benefits of co-operatives, were found to have more perception of professionalism in management of sugar co-operative sector. These findings are supported by Ravishankar and Thimmaiah (1995), Kainth (1997), Singh (2002) and Dabas (2003).

### Conclusion :

Based on this study it can be concluded that 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 group motivation, third to perceived benefits of co-operatives and fourth to family size. It is, therefore, clear that the relative importance of factor knowledge about principles of co-operation was more than other three factors.

The discussion leads to conclude that the professionalism in management of sugar co-operative sector was affected and predicted by four independent variables, namely, knowledge about principles of co-operation, perceived benefits of co-operatives, family size, and group motivation, which had together contributed to 63.58 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, higher group motivation, larger family size and more perception regarding benefits of co-operatives, were found to have more perception of professionalism in management of sugar co-operative sector.

### 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. The findings are suggestive of the fact that the farmers having more knowledge about principles of co-operation, higher group motivation, larger family size and more perception regarding benefits of co-operatives, were found to have more perception of professionalism in management of sugar co-operative sector.

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