CHAPTER - IV
A REVIEW OF RELEVANT LITERATURE
4.1 INTRODUCTION:

Indian sugar industry has provided a number of growth centers in rural India. In British regime sugarcane industry was underdeveloped. After independence, the government offered various incentives to the sugar industry and as a result, the number of sugar factories incised progressively and Indian sugar entered in the World market for the first time in 1957. Since then it became a major source of foreign exchange earnings.

India is one of the sugarcane producers in the world, producing around 300 million tones of cane per year. Of this about 60% cane is utilized for sugar production, 30% is consumed for producing alternate sweeteners like Gur and Khandsari and balance of 10% is used for seed purpose. Therefore, around 180-185 million tones sugarcane is available to the sugar industry which produces 18.0 to 18.5 million tones of sugar. The internal sugar consumption is estimated to be about 16-17 million tones. The Indian sugar industry has been caring large sugar stock for past few years, thus adversely affecting its economy. Since the exiting carry forward stocks of sugar are already at alarming levels, any further increase in gap in sugar consumption and production will be disastrous for the sugar industry and the sugarcane growers. It may, therefore, be desirable to evaluate alternate profitable uses of sugarcane, which may assist in reducing the pressure on sugar, and help in improving the overall economy of the industry and thus increase the income of sugarcane growers.

Considering the importance of sugar industry in the national regional and local economy a number of researchers have worked on various aspects of sugar industry, such as the development, problems, government policy and prospects. Taking them into account, an attempt has been made to review the available literature in this field.

In India, The major contribution of the production of sugar comes from the co-operative sector which is said to be the second largest agro based industry, producing annually about 200 lakhs tons of sugar and employing about seven lakhs persons in various factories. The economy of sugar industry's directly related to common man because sugar is a commodity of daily necessity. The studies on various aspects of sugar co-operatives are reviewed briefly and are presented below.

According to Rao, S.B. in his research article title "Human Resources Development. A Challenge to Co-operative Management." Concentrated his discussions on the challenge the Co-operative management face & which have a direct bearing on human resource development. One of these problems in the personal
management practices like proper recruiting and qualified and competent people training them. Exact requirements of the organization, retaining them till their services are useful to the organization by compensating them adequately and providing for their retirement benefits, attending to their grievances etc. The specifically points out that in the absence of proper personal management polices, it is utterly futile to thing that an organization would able to develop its human recourse.1

According to T.N.Hajela in his book, “Principles, Problems and Practice of Co-operation” The basic objective of the personnel policy should be to forecast the manpower requirements and to create an environment which can help in attracting suitable personnel and in relating them with necessary motivation and to develop them through systematic staff development measures. In the absence of a proper personnel policy, employees in an organization are bound to become indifferent to the organization and its goal. The indifference in its turn will be reflected in lower efficiency and declining productivity of employee. For a growing co-operative organization the need for scientific personnel management is a must. The first important thing for every co-operative organization is to find out ways and means which will help them to select and train right type of people. It may be difficult for a primary society which limited resources and business to get right type of employee unless the effort are made collectively, preferably in active collaboration with the apex and where necessary, with national level federations. However, it is only in a few states that we find only collective effort on the part of co-operative institutions to device correct recruitment policy or to have a common managerial cadre. Common Managerial Cadre.-Importance of Human Resource Development, Role of the State in Human Resource Development 2

According to Ozad.R in his article title “Development of personnel in Co-operative departments.” Has stressed the need & importance of Manpower development programme for the personal of Co-operative departments. Interlay he describes the programme of development. For Co-operative and later on takes up the discussion about the formulation & implementation of the manpower development-programmes. He has highlighted step by step the various Considerations that need to be kept in view while development the programme more emphasis in his description, is laid on deputing personnel for specific training programmes. For ensuring a continuous process of training of the personnel without hampering the work he has suggested temparam substitute appointments & a proper Phasing out of the training programmes.3

for training it is an essential input for any form of economic organization whether private, public or Co-operative. According to him, there should be a well-knit training structure catering to the given needs of personnel at all levels in every sector. In order to make the management-training & human resource development programme more effective a systematic Co-ordinated effort is necessary. Manpower planning & training is one of them says the author. He feels that manpower planning helps to assess the present position and future requirements of staff in the Co-operative departments & Co-operative institutions at different levels. The planning should have a systematic arrangement in order to supply competent staff. The lack of this planning may bring about a failure in the Co-operative institution. He also gives the example of Bihar state, which has no recruitment, training & personnel policy. It is essential for all central and apex level corporate institutions to adopt a personal policy & to create training calls for proper training.

Dr. Davader L.D. (1950) in his Ph.D. report title “Workers problems in Sugar factories in Maharashtra” he had concluded in his Ph.D thesis 93.76 workman from the state and 6.38 outside from Maharashtra. For planting sugar-cane the agricultural labour was illiterate to the extent 89.04% and also addicted to workman to tobacco and products constituted 48.44% and those who were addicted to licker they were around 2% and it was surprising to find out only 2.33% were not addicted at all. He concludes that abdication as a result of illiteracy and as well as family discord.

In 1951 P. M Devekar studied in his research paper entitled, “The Sugar Industry in Bombay Division” in this study he explains the development of Sugar factories and their various problems. He has discussed the economic of the sugarcane and sugar with reference to the irrigation transport, manufacturing etc. Lastly he explains the prospects of sugar Industries in India. He also points out the necessary and importance of sugar co-operatives in the Indian Economy.

Kamat G.S. in his Ph.D thesis entitled “Management of Co-operative Sugar Factories in Maharashtra”, Maharashtra Rajya Sahkari Sangh, Bombay 1978. A Ph.D. thesis Poona University. The study is exploratory one and gives studious information about the Co-operative Sugar Factories in Maharashtra. The author has drawn a sample of co-operative sugar factories and has discussed production performance financial structure of Co-operative sugar Factories. He has also examined the role of board of directors, managing director. Certain policy recommendation has been given by the other. The performance of individual co-operative sugar factories and its managerial variables are not study relevant to data up to 1962.
According to R.B. Anekar (1964), in his Ph.D thesis title “Study on Economic survey of the co-operative sugar factories in Maharashtra” Discussed comparative aspects i.e. Size of sugar factories, their capital structure, Cost Structure, Marketing Method and Labour Practices. He studies 20 co-operative sugar factories he compared practices in co-operative sugar factories with joint stock companies, he suggested the reviews of capital structure, assessment of existing capacity and stated that sugar factories have greatly influenced the social structure of the state and have succeeded in providing considerable job opportunities locally.

Shri. N. R. Inamdar in his book “Government and Co-operative Sugar Factories 1965”, has studied the problems and importance of sugar industry, role of the state government in the co-operative sector, the administration of co-operatives, promoting institutions etc. He has pointed out the favorable changes incorporated in the Government policy about the development of sugar co-operatives.

Dr. G. S. Kamat in his Ph.D report title, “The management of co-operative enterprise with special reference to sugar co-operatives in Maharashtra (1965)”, has discussed various problems faced by the sugar industry, such as inadequacy of finance, raw material, transport and communication facilities, inadequate supply of sugarcane etc. But his prime concerns are related to the managerial and administrative aspects of sugar co-operatives. According to him, if sugar factories are run properly, they can improve the life of rural people.

In 1967, Prof. S. L. Shirodkar Ph.D reported title, “The study of the co-operative movement in Kolhapur district”, He has stressed the impact of co-operative sugar factories on agriculture of the said region. He concluded that the co-operative sugar factories are the agencies of rural economic development. They can provide guaranteed prices and other facilities to sugarcane growers. Reveals that there is a close relationship between land allocated to sugarcane and relative prices. He also comes to the conclusion that there is a positive co-relation between the relative acreages of the current year and the preceding year, which may indicate that the farmers are not able to read just their acreage allocations completely in response to the changes in relative prices, within a short period of a year Relative output also has an impact on allocation of land to sugarcane. In 1967 Shirodkar produced his work on the “Co-operative Movement in Kolhapur District” In this context he has analyses the impact of co-operative sugar co-operative on agriculture off the region According to him co-operative sugar factories have
imparted stability to the agricultural income by paying reasonable and granted price for noticeable increase in production of sugar cane not only these factories provided the reasonable and granted price but also they provides varies facilities to agriculturist. As the co-operative Sugar factories must be established in the backward area so that backward area gets a change of development. 11

Prof. N. G. Bapat in his research paper entitled “Economic Development of Ahmednagar District” in 1968. He dealt with a brief history of sugar factories in the district. The author has explained the reasons for starting the first sugar factory in Maharashtra. Then he explained how the area of sugarcane went on increasing particularly in Ahmednagar District. 12

According to Dr. Subbarao K. in his case study title “Farm Supply Response – A case study of sugarcane in Andhra Pradesh” other factors affecting area under sugarcane are the availability of water and prices of other crops. Dr. Subbarao K. (1969). 13

In 1972 Shri. G. B. Andhale in his MSc Agri thesis title “The Impact of Sangamner Bhag Sahakari Sakhar Karkhana on the Lives of Shareholders of the Factory”, has pointed out that the cane growers in the region are benefited by way of better price to their product. The sugar co-operatives have tremendous potentialities in initiating a number of socio-economic activities in the region. 14

Prof. S. V. Parthasarathi, in his book “Sugarcane in India”, (1972), has stressed that sugarcane crop is mostly a preferable cash crop in an agrarian economy and it provides incentives to develop sugar industry and ultimately to industrialization in rural area. 15

Vimala Raghavachari (1973), in her study on Ph.D report title “The State and the Indian Sugar Industry” assumed the time span of five years from 1965 to 1970. She analyzed that the role of Government in development of sugar factories in respect of licensing, location finalizing of sugar industry and regulation of the state on sugar industry. She has discovered the prospects and importance of the sugar industry. She visualized that the sugar industry has bright prospects and is able to play role in social and economic importance in the country. 16

In the year 1976 Shri N. S. Jain in his Ph.D report title “The Regional Economic Planning in Sugar Factory Area, with reference to Their Co-operative Sugar Factory of Haveli Taluka, in the Pune district”, has compared the role played by co-operative sugar factory in rural development with the activities of other local planning agencies.
He referred that co-operative sugar factories are more powerful than any other agencies of rural development. 17

Prof. V. M. Dandeka, former Director of the Gokhale Institute of Politics and Economics, Pune, has published in 1976 the writings and speeches of Prof. D. R. Gdgil on co-operation. The book gives his views on sugar co-operatives. He tries to explain the importance of sugar co-operatives from the point of view of rural development and the development of agriculture including the future of sugar co-operatives and some of its policy issues. 18

Shri. Baviskar V. S. made an attempt to take sociological account pertaining to the role of sugar co-operatives in rural area in relation to politics of development. 19

In 1980 Dr. S. D. Tupe in his Ph.D report title, “The Impact of sugar factories on the rural economy with special reference to Sanjivani Co-operative Sugar Factory, Taluka – Kopergaon, Dist – Ahmednagar.” It is a study of the impact of sugar factory on the income and standard of living of the agriculturists, non-agriculturists, industrial workers and agricultural labourers. He concluded that the co-operative sugar factories could work as growth centers and given a big push for rural development. One of the important conclusions of the study is due to the establishment of the sugar co-operatives, inequalities of income have aggravated in rural area. 20

The Government of Maharashtra a committee report. In April 1980, the Government of Maharashtra appointed a committee under the chairmanship of Shri. V. P. Rane, the Director of Sugar Maharashtra State, “For making recommendations for the formation of Zones for sugar factories”. The committee submitted its report in 1983. The committee was also expected to identify the limitations due to which the object of formation of zones could not be achieved. The committee observed that as per the sugarcane control order of 1966 there were overlapping villages allotted among nearest sugar factories. In the same way cris-cross movement of sugarcane resulted in increasing the cost of transport and ultimately the cost of production of sugar. The committee also discussed the factors determining viability of sugar factory and suggested that a sugar factory having minimum crushing capacity of 2000 TCD should be permitted and there should be no upper limit on the crushing capacity to achieve economics of large-scale production. The committee has recommended zones for every sugar factory in Maharashtra. 21

N.C.D.C. Environment Series No.2, “Study of socio-economic impact of Co-operative sugar Factories institutional area,
Dr. M. A. Kohak in his Ph.D report title “The growth of Niphad Sahakari Sakhar Karkhana” in 1982. He studied the economic effects of the sugar factory in its area of operation. He came to the conclusion that co-operative sugar factories are suitable and an efficient agency of rural development. In 1982 Shri M.A. Kohak in his Ph.D. thesis entitled socio-economic effects of a co-operative sugar factory. A case study of Niphad (Dist-Nashik), Sahakari Sakar Karkhana, has studied effects of sugar factory on agricultural cultivators and agricultural Labours. He also studied the impact of sugar factory in the development of infrastructure social services like education, medical facilities, capital formation, employment generation in the area of operation of sugar factory from this study he concluded that because of the establishment of sugar of co-operative the tendency of depending solely on the crash crop like sugar cane has been increasing among the farmers which may ultimately have adverse effect on other farmers.

Government of Maharashtra Committee report In 1983, the Government of Maharashtra appointed “Fact Finding Committee on Regional Imbalance in Maharashtra”, under the chairmanship of Prof. V. M. Dandekar. The committee submitted its report in 1984. The committee studied various reasons of imbalances in all regions of Maharashtra. The committee worked out the extent of backwardness of each region and recommended suitable measures to minimize the regional imbalance in the State, particularly in the industrial and agricultural sectors in the backward regions. Though the committee has not directly recommended establishment of sugar co-operatives. It has suggested that its establishment is necessary for the development of agriculture and industrial sectors in the backward regions.


In 1984, Prof. P. R. Patare in his Ph.D report title, “A study of seasonal workers working in Ashok Sahakari Sakhar Karkhana, Ashoknagar”. He studied the problems of sugar factory workers and their standard of living. According to him most of the harvesting workers are small farmers. Since they leave their villages for six to
seven months to work in the area of operation of sugar factory, they have to face social problems also.26

In 1984, Prof. S. R. Shaikh in his Ph.D report title “A study of seasonal workers working in the Pravara Sahakari Sakhar Karkhana, Pravarnagar”, in his work he studied the problems of seasonal, temporary and permanent workers of the factory. He tried in show how the problems of harvesting labourers are difficult and different from the factory workers.27

In 1984, Prof. G. R. Nirmal in his Ph.D report title, “The problems of sugarcane producers with reference to the Pravara Sahakari Sakhar Karkhana, Pravaranagar”. In this work, he studied the fluctuations in the cultivation of sugarcane and supply of it. He also studied the problems of sugarcane producers. According to him sugarcane growers do not get adequate price for their products.28

Karnik V. G. in his book “Personnel Management” t is widely recognized that human resource is the most valuable and significant of all resources. The emphasis has gradually shifted from other factors of production to rents resource man.”29

K.K.Mishara(1985) Carried out a detailed study on , “Indian Sugar Industry” covering relations of profitability of factories from each of the sixteen zone. He identified four factories as basic causes of sickness in sugar factories, Such as (a) Lack of availability of good cane within reasonable distance from sugar factories. (b) High conversion cost (c) Pricing of sugarcane and (d) Pricing of sugar. He calls for adoption of proper sugar cane management timely conversion, maintenance of parity between the returns obtained by growers from sugar cane and other competing crops, adequate provisions far inclusion interest cost, minimum bonus and return on investment in determining price of levy sugar as measures to avoid sickness in the factories. He concluded that proper attenuation of these aspects would save many factories from falling prey to sickness.30

National Seminar on “Sugar Factory and Allied Industry Arranged by Deccan Sugar Institute Pune”. As compared to other sugar producing countries, the cost of sugarcane [production is minimum in India but in case of processing cost of sugar, India stands third in the world. This shows that average processing cost of sugar is higher in India as compared to Brazil, Cuba and Thailand. Hence, is difficult to export sugar to other countries of the world. In order to face competition in foreign sugar market, Indian sugar industry has to reduce cost of production of sugar and ultimately the price of itself. This can be achieved by utilizing wastages of cane sugar industry for the production
of various by-products. The Indian sugar industry can, therefore, make an intelligent use of this opportunity for its sustainable growth. This is possible through changes in its present product-mix. The various likely options are: (I) The setting-up Gasohol Power Complex from sugarcane,(II) Manufacture of sugar, Alcohol and Power from sugarcane,(III) Sugar, Power and Alco-chemical Complex. The shift in the product-mix will eventually lead to stable sugar price, Production of exportable quality sugar, Adequate availability of ethanol to meet increasing demand, higher potential for exportable power through use of captive bagasse, a remunerative price for sugarcane and higher earning per hectare.31

R.N.Roy (1988), in his research work, "Sugar Industry on Darbhanga Division", Studied five factories in darbhanga division, He stated that Sugar Industry in the division was stagnant as no factory had been established since 1940's, Sugar production came down to half indicating under utilization of existing installed capacity. These sugar factories suffered from inadequate supply of sugar cane, they were blow the standard size, there were insurmountable transportation problems and recovery sugar was dwindling. The sugar Industry in Darbhanga division suffered due to uncertainty of Government policy for Sugar Industry. The author has made a few suggestions include the fullest utilization of plant capacity by proper sugarcane planning, ensuring of smooth transportation mode for supply of sugarcane in time.32

R.V.Sinha (1988), understood and extensive study on, "Sugar Industry in India" Which covers data on varies aspects of sugar industry and also analysis of the cost of cultivation of sugar cane. The transportation and marketing of sugar cane are the measure problems that face the farmers. Sinha has also discussed technical performance of sugar factories. The cost structure has been analyzed to find out components of cost and their appropriateness utilization of by-product and labour relation are the other factors discussed by him. In his opinion, there is a need for the Government to develop a consistent, Pragmatic Sugar Policy.33

Prof. S. C. Gupta and A Majid, in their research work title "Producers response to changes in prices and marketing policy", 1988, argued that sugarcane being a cash crop is mostly affected by prices and marketing policies. In their book, they have explained that the fluctuations in the production of sugarcane crop are mainly due to the changes in prices of sugarcane and changing marketing policy of the Government.34

National Seminar on Sugar Factory and Allied Industries' was held at 'Deccan Sugar Institute, Pune. in 1988. The seminar papers
threw light on the position of sugar industry, historical background of sugar industry in India, the position of Indian sugar industry in the international market, present problems of the industry and future plans of sugar industry in India.35

Shri. R. M. Kharche, in his book “Sugar co-operatives in developing economy”, 1989, discussed in detail the policy of licensing, method of licensing to co-operative sugar factories, financial structure of the co-operative sugar factories in the Marathwada region, cost of production of sugar, nature of management, problems of sugarcane production and sugarcane development activities and so on. Moreover, the author focused his attention on the spread effects of co-operative sugar factories in their area of operation. He also analyzed the causes of sickness of sugar factories along with some recommendations to overcome problems due to sickness.36

Mrs. Leela Patil, in her research article title, “Sahakari Sakhar Udyogache Labh”, 1989, explained that sugar co-operatives are the centers of rural development. The sugar factories are generally helping the economically backward people, agricultural labourers and the people belonging to the schedule caste and schedule tribes. Sugar factory provides employment to both skilled and unskilled local labourers to the tune of more than ten thousand people, directly and indirectly due to the establishment of a sugar factory. A sugar co-operative also helps to spread education. Many sugar co-operatives in Maharashtra have been running Primary Schools, High schools and Colleges. Working of co-operative sugar factories is democratic and therefore promotes confidence among farmers, provides encouragement to agricultural production and develops co-operation between rural and urban life.37

Mrs. Sudha Neti, in her Ph.D thesis entitled, “Supply Response of Sugarcane – A Case Study of Andhra Pradesh”, 1989, has studied the estimation of acreage response pf sugarcane to change in relative prices. Her study includes relative importance of price, yield, rainfall and irrigation on area sown under sugarcane. She examined that there are differences in the supply elasticity among all three regions of Andhra Pradesh. She concluded that the price and non-price incentives of sugarcane production are not contradictory to each other. They are complementary.38

Mr. R. D. Deshmukh, in his research paper title, “The critical study of sugar industry under co-operative sector in Maharashtra Region”, 1990, has studied different aspects of sugar industry in the Maharathwada region. He studied mainly the cost of production of sugarcane, financial performance of the sugar industry, cost of sugar
production, labour relation in sugar industry and utilization of wastes of sugar industry and government policy relating to levy sugar and so on.39

Shri. B. A. Nikam, in his Ph.D report titled “Cost Analysis of Sugar Factories in the Marathwada Region”, (1990), argued that the cost factor is very important for the encouragement of the factories and cane growers. The cost of production of sugarcane should be minimized because it is very essential for the sound development of sugar industry.40

C.J.Joshi (1991) carried out a study on, “Analysis of the Finances of Sugar Factories in Kolhapur District.” the author has studied finance of eleven co-operatives sugar factories in Kolhapur District. Using Ratio analysis and working capital structure as tools of analysis, he has ranked the factories in Kolhapur District. The Author worked on seventeen ratios from liquidity, Solvency, efficiency and profitability groups. To find out the day to day usage of money at their disposal he employed the tool of working capital management. The financial performance of sugar co-operatives did not rest conspicuously on operationally related factors. The performance results are mostly the products of attitude, policies, practices and wisdom of factory and bosses. The hypothesis made by the author for this study has stressed upon the importance of a congenial. The enterprises, besides being the precursors of rural development have over a period of time, emerged as commercial units with sound financial health, owing to sagacious financial Management.41

T.K.Balwe and G.N.Acharya (1993), In the technical paper title, “Computer Applications in Sugar Industry” Studied the areas where computerization can be done for this, the author, Studied some selected sugar factories in Maharashtra where computerization has been done and identified the advantages therein . The study focus on the computerized plantation and harvesting system, online cane weighing system and pasting of soil fertility. The study also covers identifications and selection of computer system and the various systems computerized by the sugar factories in Maharashtra. The author have suggested for judicious use of computers starting from cane agriculture to the production of high quality sugar is essential for rapid modernization of sugar industry, so go to ensure maximum investment made so far as being made in this industry.42

H.R.D. IN Co-operative Sector Mr. Methudd P.C. 1993 mainly stressed on in his research paper entitled “Personnel management practices in Co-operative Sector in Karala”.43
M.P. Jaiswal & N.P. Singh (1993), in their technical paper entitled, “Information Technology Network in Sugar Cooperative Management” identified possible areas of computerization in sugar cooperatives. The authors also covered the status of computerizing in Sugar Cooperatives. The critical analysis of three sugar factories namely Yashwant co-operative sugar factory, Pune; Ajinkyatara cooperative sugar factory, Satara; and Vasantdada sugar factory, Sangli. In Maharashtra carried out with reference to the computerization. On the basis of case studies of the three sugar factories the author has observed the tedious calculations involved in preparation of cane billing, deductions, financials accounting and pay roll etc. Generate large amount of data which has to be processed and same is not possible through manual operations which results in delay in payments to the members and also provide incomplete information to the concerned authorities at state and central Government. He also found that those there are hardly any uniformity in the design and implementation of various systems. The suggestions for system analysis design and development of computerized system have been made in the paper. The author has also stated the strategy for implementation of information network in sugar co-operatives. The study concludes with need for a uniform hardware and software platform for implementation of Information Technology network across the sugar co-operatives.

According to Dr. Dipak Bhamare and Prof. Ganesh Patil in their research paper titled, “Study of Wage Policy in Co-operative Sugar Factory of Maharashtra with Reference to Vidarbha Region”, He suggested to solve unrest problem of sugar cooperative workers no only the Vidarbha region but throughout Maharashtra following measure should not over looked- (1) Government must take review of wage policy from time to time. (2) Government must take proper action on such sugar factory that makes delay in payments. (3) Labour Union in each factory makes pressure on Board of Director of factory for Advance in case of delay in wages. (4) Commissioner of sugar must appoint a committee to solve the problem of temporary workers working in sugar factory. (5) Special campaign must arrange by the co-operative sugar factory for increasing work culture in the employee. (6) To seek full cooperation from employee proper, timely & merit bounded promotion may be given.

According to Dr. L.S. Bisht in his research paper titled “Requirements for good leadership in present scenario of Indian Cooperatives”, He concluded the role of leader in Co-operative Society is to plan for the continuous growth and expansion of its activities until all the economic activities of the village are embraced by the Co-operative organization. The role of leadership would be to guide the society so that it will grow from strength to strength as the all inclusive
organization for the solution of economic problems on a voluntary, universal, democratic and non-profit making basis, giving the members not only economic satisfaction but also a feeling of spiritual happiness. Co-operative leadership is the key players to reach the vision and mission. So they should change their mindset and prepare themselves to face the challenges. For this, research must be an important part of the function of leaders in Co-operatives to meet the challenges. The leadership shall strive to involve youth in the Co-operative movement and include them to leadership with accountability in a planned manner and arrange proper professional training so that they can play proper leadership role in a changing environment of Indian Co-operatives.46

According to Dr. K.N.Ramanujam and Dr. K. Rajeshkumar their research paper titled, “HRM Practices in Co-operatives Organizations”, The author has given the recommendations only the big Co-operatives, where a large number of employees are working have a separate personnel organization. Irrespective of size of the Co-operatives, They must have a separate organization to look after welfare of the workers. The office-in-charge of such organization must be called as personnel officer or labour welfare officer. He should communicate both with employees and the chief executives and solve their problems. Co-operatives must strictly adhere to the policy of selection so that they can select only qualified persons, because this will certainly enable the right person to occupy the right job. Certain Percentage of profit of Co-operatives should be apportioned to build the fund, which can be used for necessary training for employees. Training methods must be also designed in such manner that employees of different divisions can receive better and suitable training. Co-operatives must have clear-cut rules and regulations for temporary and probationary periods and also frame uniform rules for confirmation in order to avoid discrepancies in the respect. A welfare fund may be build out of the surplus profit by setting aside certain in percentage, which is sufficient to meet out the welfare facilities of employees. It also duty of Co-operatives to take the maximum care to see that welfare facilities are available in full to employees in the organization. Employees in Co-operatives should be provided opportunities to workers to express their opinion to represent matter to management and also for feedback. So suitable network systems should be designed to promote a good human relation in all perspectives in the Co-operatives. Employee’s education regarding various legal and other related matters must be undertaken by the Co-operatives in order to create awareness towards their involvement and commitments to the organization. As modern co-operatives organization has two-fold objectives i.e. The motive to protect the common interest of its employees and the motive of service to society, they are compelled to implement the above said suggestions which will certainly create a new work culture among the employees of co-operative organizations. It is
imperative to state that in view of changing economy due to privatization, liberalization and globalization, co-operatives have to face new challenges. There is no second opinion that such challenges can be met by co-operatives only by having an effective personnel management practices in their organizations irrespective of their size, quantum of business operation, profit and other factors. 47

**Dr. Verma Poonam** 1996, Dr. Nalini Devi D.V. 1997, Dr. Bhuyan Shriparna 1999, Dr. Princy Priya Bharti 1999 etc. these researchers gave stress mainly on, “H.R.D. Polices & practices in different public Sector undertaking”. They carried out their studies on H.R.D. interventions & their effects on productivity at different levels in organization.48

**D.K Jauhari** (1996) in his technical paper title, “Management Information System in Agricultural co-operatives with a focus on Indian Co-operative sugar industry.” Has emphasized the need for computerization and there by development of management Information System in Sugar co-operation. On the basis of an in-depth case study on Kisson Sahakari Chini Mills Ltd., Anoopshahar in Uttar Pradesh State, the author has identified various activities and those activities are derived in to six sections as,(1) Cane Management(2) Plant and Machinery (3) General Accounting (4) Manpower Planning and Training (5) Inventory Management (6)Production stock and Sale of Sugar. The author has narrated the functions of these sections and identified the information requirement in the form of various through these systems.49

**Dr. D. R. Gadgil**, in his book, “Sugar Co-operative in Maharashtra”, has explained in detail the growth and prospects of the sugar industry in Maharashtra. He has discussed the reasons of rapid growth of sugar industry and the impact of sugar industry on the lives of rural people. Dr. D. R. Gadgil was a promoter of the first Co-operative Sugar Factory at Pravaranagar, District Ahmednagar in Maharashtra Government of Maharashtra appointed a committee under chairmanship of Shri. V.P.Rane, the director of Sugar, Maharashtra State for making recommendations for the formation of Zone for Sugar factories the committee submitted a report in 1983. The committee was expected to identify the limitations due to which the object of for nation of zones could not be achieved. The committee observed that as pre the sugarcane control order of 1966, there were overlapping villages allocated among the nearest sugar factories, because of which step for sugarcane development could not be taken by the concerned sugar factories, in the someway movement ultimately in cost of sugar production. The committee has discussed the factors determining availability of sugar factory should be permitted to capacity of at least 200 TCD and for archiving economic off sale there should not upper limit on crushing
capacity, the committee lastly recommended zones for every sugar co-operative in Maharashtra.50

According to O.S.Shukla in his research paper title “Sugar Industry Scientific Management an Approach”, Human assets being the most important asset of the organization if properly handled will increase the organizational productivity tremendously. And the unit will be always in a position to absorb any shock from inside and outside environment. The followings are the major benefits to the organization through proper employees handling. (a) Employees loyalties for the organization increases,(b) Timely and qualification or merit bounded promotions increases the moral of the employees.(c) Work force will be more stable which in turn reduce the high labour turn over cost.(d) Better image of organization in employment market which attract and retain the competent employees.(e) Increasing output and productivity with the same work force.(f) Reduction in employees absenteeism.(g) Workers will work in disciplined manner.(h) No frustration and unrest.(i) No heavy unionism, non-cooperation, strikes and violent demonstrations.(j) Good quality of production .(k) Reduction in wastage and costs.(l) Reduction in insubordination or violation of plant rules.(m) Reduction in supervisory load and improvement in method of work.(n) Tremendous reduction in compensation cost given to the employees.51

Dr. Ghugare Vijaykumar Bandappa 1996, Dr. Pattel Shridevi Veerabasappa 1998, Dr. Victoria channu Ayekpam 1999 etc. these researchers have studied on, “Personnel Policies & Practices Carried out in various Co-operative Banks”.52

Dr. D. R. Gadgil, has enriched the literature of “Sugar co-operatives in Maharashtra” with the series of articles on sugar co-operative movement. Prof Gadgil has explained the importance of sugar co-operatives in rural economy he has attempted In April. The Sugar Co-operatives must give more attention to the problems of personnel so as to have sustained production and profits.53

R.M. Lala in his biography on J.R.D. Tata “Beyond the last blue mountain” studies, that good human solutions not only bring great personnel reward but essential to the success of every organization.54

According to A.Murugarathinam and Dr.T.Aranganathan their research paper title, “Revamping of Co-operative need of the hour” highlights still co-operatives are considered as the real and best instrument to bring radical changes in the socio economic development especially with poor and poorer. For any improvement in co-operative movement therefore immediate attenuation needs to be devoted to the weakness pointed out. With the taking up of corrective measures it will

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be possible to look forward with some confidence that in the course of future a significant qualitative development can be achieved.

Dr. Soni Satyanarayan 1998 he has studied on “HRM in M.P. Police Organization” he mainly gave stress on police practices of personnel recruitment, training and development (1980 – 90) in Police Organization.

According to A.H.Dagde in his research paper entitled, “Rightsizing of Manpower in Sugar Industry-A New Theme”, He concluded the rightsizing of manpower is the feel good technique for sugar industry and the R² – PPT and avoiding duplication of work force are the main theme of the technique. The advantages of these techniques are better cane price to cane growers, Lower interest burden, timely payment of handsome salary and wages to workers, higher productivity, efficient working and saving in payroll. This improves financial health of the industry which is the need of the day. The conversion cost on account of salary and wages accounts come to Rs.75/- or less per tonne of cane and productivity comes to 3.4 Man days per M.T. of cane crushed.

According to S.K.Hota his research paper titled, “Human Resource Development in Co-operatives” he concluded that the Human Resource Development (HRD) which is the centre point of human Resource Management (HRM) should be taken care of seriously as a regular policy matter by all cooperative organizations. The HRD should be given proper importance with at micro and macro levels. The HRD should be brought under the effective HRD programmes soon. The HRD should be accepted and implemented as an indicated approach (i.e. in its broad sense) for achieving the organizational goal. The area of operation for HRD plan should not be limited to staff only. It should be extended to all leaders, members (actual and potential), and cooperators of the cooperative movement. The recommendations of ICA and NCCT as discussed above should not be treated as a theory but should be practiced for implementing better HRD strategy and rectifying the existing one. The restructuring or reformulation of HRD plane programmes should be considered from time to time with regard to the change socio-economic conditions and business environment. The HRD policy should design keeping in view both the progress of internal and global cooperation movements. In the context of present economic environment, the adoption of liberalized HRD-strategy should given a serious thought by the cooperative organizations in India. Thus, keeping in view all the factors discussed above it can be concluded that, if the cooperative organizations can able to pursue the objective of HRD and implement the HRD strategies properly in its true sense of requirement then the uniqueness of this unique sector in Indian Economy can be maintain prosperously, and uniquely.
According to the Dr. Vasant B. Kodag in his research paper, title “New Challenges Before Co-operative Sugar Industries in Maharashtra a case study of Sangli District”, he concluded that the cooperative sugar factories in Sangli district have made positive impact on the socio-economic condition of the rural farmers. Sugar Industry holds significant place in the Maharashtra economy. Sugar cooperative plays important pilot role for the development of cooperative banks, credit societies, irrigation societies, departmental stores etc. State and Central Government should declare the minimum price policy for cane. Scarcity of raw material is important problem before sugar factories. Lack of proper planning and management is common problem of all sugar units. There is need to control and reduction in production and processing cost. Administration expenses must be minimizing. Sugar cooperatives have to do production of by-products such as Alcohol units, Power Generation and Ethanol production units. As per the above research study in short following are the major problems of cooperative Sugar Industries. Political interference in the management of sugar cooperatives is always, which is affected on cost of sugar. Majority sugar cooperative factories have not framed proper and sound marketing and management policies. Appointments of unskilled staff, which creates a number of problems in cooperative management. They are unable to accept the new challenges in Indian economy because of non-professional management. Administrative and non-operational expenses including bank interest are higher in co-operative sector. Low utilization of the sugar plant because of non-availability sugar cane and old technology. High cost of production is a main problem of the Cooperative Sugar Industries.

Mr. Yatish Kumar in his research paper entitled, “Employees Training and Development in Indian Co-operative: A View Point” he suggested that it is imperative that the cooperative training and development initiatives in India to be revitalized. The following broad-based suggestions are worth considering in endeavor. The training approach should be closely linked to and depend upon the resources that are available like physical facilities, library, number and competence of trainers and the funds. The administration of a cooperative training delivery system must recognize that modern training is expensive, but can well be most cost effective if properly led and managed. There is a causal approach is sponsoring candidates. Those who can be spread are deputed for training than those who need training. Many target groups remain untrained. Sometimes, training go waste in the absence of a clear-cut policy of human resource management and career development plan of the employees. A change in approach is very much needed.
Organizations should develop. In service rules of each category of staff, the nature of training, the stages at which this is to be provided should be clearly indicated. The nature and extent of government intervention is a dominant factor influencing cooperative endeavors. At present this intervention is direct and authoritarian. It’s suggested that Government's role should be limited to that of offering financial support and overall vigilance only. Deputation of the nomination to the Board need to be stopped immediately. The sores are realized; the cooperatives would be better in terms of democracy human involvement. Institutions like ICMs and JTCs, should avoid duplicator nature of training update curriculum. A very important need is change in their approach seem to be increasingly governed by corporate strategies in designing curriculum and methods of training. This has to be changed. The institutes should design courses by taking stock of the requirement cooperatives at a given point of time. At JTCs still the traditional training methods are being followed. Utilization participative teaching techniques can increase effectiveness of training facilitates change of knowledge, skill and attitudes of participants for better. The management of trainers is a challenging task because they play important role without which training is incomplete. The training institutes the concentrate on organizing the trainers, development and motivation of train. These are very delicate issues and need to be handled with utmost Periodic nomination of trainers to seminars and meetings convened by known professional bodies and associations and encouraging trainers to and present papers in such meetings and periodic performance appraisal system of performance based reward system need to be introduced to optimum performance. It is better to equip centers with specialization in some important areas that, the respective training centers can concentrate more and more specialized area and make the training and development programmes effective. Training centers are to develop linkages with ICMs and ICMs with nation institute. They can invite ICMs faculty for guest talks, associated them performance evaluation. But the linkage should not be one-sided affairs. NCUI may approach ICA, ILO and other international agencies to collaborate training of secretaries, managers, clerks etc., of cooperatives at JTC upgrading the training aids, libraries and setting database at these centers. Strengthening and expansion of cooperative training and development programme urgently needed. The earlier it is done the better because, after all, it is one of most important inputs for the growth and health of cooperative movement above suggestions if implemented as a package may go a long way in fulfilling the need.60

According to Sanjib Kumar Hota & Vinod Sharma his research paper titled, “Human Resource Management in Co-operatives” (with reference to manpower planning and training), He concluded that the Human Resource Development (HRD) which is the center point of

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Human Resource Management (HRM) should be taken seriously as a regular policy matter by all Cooperative organizations. The HRD should be brought under the effective programmes as soon as possible and should be accepted and implemented as an integrated approach (in its broad sense) for achieving the organizational goals. The area of HRD should not be limited to the staff only but should cover to all leadership members (actual and potential), and cooperators. The principles, values and ethics of Cooperation should be taken care of properly while making HRD plans. The restructuring of HRD plans and programmes should be considered from time to time keeping in view the changing socioeconomic conditions and business environment. The conclude, if the Cooperative organizations are able to pursue the objectives of HRD and implement HRD strategies properly this unique sector of the Indian Economy can be maintained prosperously and profitably.

According to Dr. Pratap B. Patil his research paper titled, “Cooperative sugar Factories Waste Control and the Role of Public Relations” he concluded that the Warana experience of cooperative sugar factories in South Maharashtra inspiring and challenging. The recycling of sugar factories waste by using Clarifies methods has benefited on large scale. The Warana Complex has multiple its profit at one side and it has established its image on the other side. The performance of Warana in alcohol production has been possible due to control coordination and linkage in its working. The training of the staff has been possible generate new areas of employment and new areas of profit making. The Warana Complex could spread its wings in Alcohol production, Energy co-generation and paper production. The public relation unit has accelerated to train and develop manpower suitably for each unit. According to Danny Grisold, P.R. is the management function which evaluation public attitudes identifies the policies and procedures of individual or organization and plans and executes and programme of action to each public understanding acceptance. The South Maharashtra Sugar factories which are having their own Public Relation units, they have been successful in recycling waste product effectively. Public support for all such activities the research a churn, communication and evaluation RACE has been testified to Warana unit effectively. The POA was prepared implemented properly. Public acceptance of the recycling efforts has been successful due to PR efforts. A careful and scientific study of sugar Factories in South Maharashtra reveals that the Sugar Factories which have well established P.R. units, they can very well control sugarcane waste. The use and application of P.R. tools can be benefiting Sugar Factories to increase their net profit. The public Relations unit can educate stimulate and can educate, stimulate and can participate the Board of Directors one hand and member farmer’s on the other hand proper P.R. education and use scientific Technological expertise assists a Greer deal for waste control. In cooperative Sugar
Factories participating management and active education through R. is the three factor of the success of the cooperative Sugar Factories Maharashtra, which is leading not only in India but also in Asia. Scientific knowledge supported by P.R. efforts alone can make new ideas accept on large scale. P.R. has thus played a dynamic role in waste control education in the Sugar Factories in South Maharashtra. 62

According to Dr. A.N. Sarkar his research paper titled, “Sugar export perspectives of India under WTO Regime” he suggested that the following are some of the suggestions to improve production and marketing of Sugar: Coverage of sugar factories under Companies Act following ascent on companies Amendment Bill by the parliament. It would be advisable that majority of such companies may forge strategic alliance with Private Sector Companies and Multi-National Companies (MNC) for attaining economies of scale. Application of Biotechnology, Information Technology and modern Cybernetic control for improving cultivation, processing of sugarcane and the export of sugar. Establishment of modern Sugar institute State-wise, in the pattern of National Sugar Institute, Kanpur and Deccan Sugar Industry. Constitution of a National Price Board in pursuance of the recommendations of the Mahajan Committee, giving due consideration of the State level flexibility in price fixing as are to be suggested by the respective State Advisory Committees on sugarcane. Declaration of sugar industries under the category of Food Processing Industries in order to qualify for priority sector lending by Banks. Sugar Export Policy under WTO Regime: Need for fixation of sugar price which are to be competitive, price-wise and quality-wise in the global market in order to be able to compete with the global leaders, such as Cuba, Brazil Mexico, Eas-African and East-Asian Countries. Standardization of sugar quality by BIS or other Authorized Agency. Formalization of anty-dumping as well as counter-vailing measures (duty cess, tariff) to cope with the pressure of import of sugar from exporting countries. Enhancement of surcharge rate on sugar prices on its import from the level of 40% to 60% to check on the Global Price trends on import of sugar as an effective counter-veiling/antity-dumping measure. Diversification of sugarcane cultivation from traditional to non-traditional as well as from irrigation to non-irrigation area by bringing in more system-based innovations through drip-irrigation systems; which could ideally be a subsidized activity to be implemented in a phased manner in order to be globally competitive. Diversification of the sugar industry by ay of taking-up new production and other initiatives such as renewable power generation from gasification of bagasse through installation of heavy duty. 63

According to S.D. Tekkadar his research paper titled, “Management of working capital in sugar co-operatives with...
reference to Marathwada Region" he concluded that the co-operative sugar factories have no internal source of working capital except small source of refundable and non-refundable deposits. Hence they have to depend upon bank finance for working capital every year. All sugar factories show growing tendency of current assets. They carry heavy stock of sugar throughout the year. Excess sugar stock and deficit cash are the common features of cooperative sugar factories in the region. Free sale of sugar is not allowed to sugar factories. All factories have to sale sugar under the control of government. It is observed that the government control over the sale of sugar slows the speed of sales. Hence, the sugar factories have to maintain huge stock of finished goods blocking heavy amount. There are some problems of recovery of advances to harvesting and transportation contractors. The strict controls over receivables are not exercised by most of the sugar factories. The liquidity position of sugar factories is very poor. The main cash inflow i.e. sale of sugar cannot be freely used by sugar factories. The amount of ale is directly deposited in banks working capital loan account as per the terms of loan. 64

According to S.D. Tekekar his research paper titled, "Management of working capital in sugar co-operatives with reference to Marathwada Region" he suggested that the present study observed that the financial position of the sugar factories is very weak. Considering the significant role of cooperative sugar factories in the economic life of Marathwada region, the study recommends the following suggestions. Cooperative sugar factories have no permanent internal sources of working capital finance. They should try to create internal sources for working capital like deposits. The cane growers should be motivated by management to deposit a particular amount with sugar factory. The cooperative sugar factories have to bear the interest of working capital loan still its repayment and factory could not refund the loan in time as sugar sales are regulated by government. So there is need that sugar factories have free to sale sugar as per their financial needs. There is need to formulate return oriented and strict policy regarding receivables so as to recover the loans and advances in time and regular. To improve the liquidity position of the sugar factories cash inflows and outflows are to be managed properly. Government should release appropriate quota, under free sale to improve the cash position of the sugar factories. The very success of these cooperative sugar factories depends upon the competence and caliber of the officer who is working at management as well as technical level. So there is a need to have a competent staff at managerial level.65

According to Prof. Dr. M. N. Sondge his research paper entitled, "Sugar Industry in India; Projection & Prospects" he concluded that it has been widely acknowledged that sugar industry in general and sugar
cooperatives in particular has become backbone of Indian economy, but entire industry now passing through critical conditions, causing great harm in development process. Healthy management practices from industry and incentive schemes from the Govt. can play positive role in such an adverse conditions. ISO forecasted considerable deficit in world sugar balance sheet in 2004-05, compared to last season. In addition, Beet sugar proportion is shrinking day by day creating better opportunities to cane producing countries like India. Hence planned efforts are required in improving cane productivity to 100 tons p/h, average crushing duration to 160 days and above, and maintain sugar recovery at least 11 safeguarding the interest of sugar mill and dependents thereon on one hand Govt. the other. It is obvious that the sugar industry never observed stable in maintaining grow in cane crushing, sugar production and so on in study period, and some where recorded not only declining trend but also negative. The year 2004-05 is going record one of the worth crushing seasons in sugar business and no hope to improve the position in two subsequent year. Diversified and combined efforts are essential attend projected figures and keep healthy of the industry, in good condition. On completion of 10 years period of Quota System WTO, having 147 members entered in agreement to make import globally open from Jan. 2005. The decision offer additional benefits to India, as our 70% export goes to different countries using Quota System. In this circumstance. India needs to enhance productivity production, not only reducing the cost of production but without compromising with the quality. The policy decision of UPA Govt. to secure 1.5 India's share in global marks may help to change entire face of our economy Plan to get agricultural production exactly double by 2010 has great significance in this context. Recently, the state, Govt. decided to issue credit guarantee for loan to be taken by sugar mills while central Govt. agreed to cut-down rate of interest on loan from F to 4% and accepted to calculate cane price based on 9% recovery instead of 8% and so on. All these steps taken by both the Govt. may help to bring out the sugar industry from guilt situation giving human face to development process.

Ramanujam & Dr.K.Rajeshkum their research paper entitled, "HRM Practices in Co-operative Organizations" he suggested that it is clear from the above that still Co-operatives are not ready to follow the modern personnel management practices for various reasons. So the following recommendations and suggestions are made for the betterment of Co-operatives. Now only the big Co-operatives, where a large number of employees are working have a separate personnel organization. Irrespective of size of the Co-operatives, they must have a separate organization to look after welfare of the workers. The officer-in-charge of such organization must be called as personnel officer or labour welfare officer. He should communicate both with employees and the
chief executives and solve their problems. Co-operatives must strictly adhere to the policy of selection so that they can select only qualified persons, because this will certainly enable the right person to occupy the right job. Certain percentage of profit of Cooperatives should be apportioned to build a training fund, which can be used for providing necessary training to employees. Training methods must be also designed in such a manner that employees of different divisions can receive better and suitable training. Cooperatives must have clear-cut rules and regulations for temporary and probationary periods and also frame uniform rule for confirmation in order to avoid discrepancies in this respect. A welfare fund may be built out of the surplus profit by setting aside certain in percentage, which is sufficient to meet out the welfare facilities of employees. It is also duty of Cooperatives to take the maximum care to see that welfare facilities are available in full to every employee in the organization. Employees in Cooperatives should be provided opportunities to workers to express their opinion to represent matters to management and also for feedback. So a suitable network system should be designed to promote a good human relation in all perspectives in the Cooperatives. Employee’s education regarding various legal and other related matters must be undertaken by the cooperatives in order to create awareness towards their involvement and commitments to the organization. As modern cooperative organization has two-fold objectives i.e. the motive to protect the common interest of its employees and the motive of service to society, they are compelled to implement the above said suggestions, which will certainly create a new work culture among the employees of cooperative organizations. It is imperative to state that in view of changing economy due to privatization, liberalization and globalization, cooperatives have to face new challenges. There is no second opinion that such challenges can be met by cooperatives only by having an effective personnel management practices in their organizations irrespective of their size, quantum of business operation, profit and other factors. 67

According to Dr.Dipak Bhamare and Prof.Ganesh Patil in their paper published in the Maharashtra co-operative quarterly “In the changed scenario of economic liberalization”, co-operative will have to energies themselves to face open competition from outside & from insider i.e. employee and for this purpose if the above suggestion were undertaken by authority/ government & then the golden days come back for sugar industry.”68

According to A Murugarathinam and Dr. T.Aranganathan in their paper published in the Maharashtra co-operative quarterly, ‘Still cooperatives are considered as the real and best instrument to bring radical changes in the socio-economic development especially with poor and poorer. For any improvement in co-operative movement therefore
immediate attention needs to be devoted to the weakness pointed out. With the taking up of corrective measures it will be possible to look forward with some confidence that in the course of future a significant qualitative development can be achieved.

Dr. Gadgil review “The growth and performance of sugar co-operatives in Maharashtra”, Dr. Gadgil identified several determinants of their success. They include a producer oriented pricing policy that ensured remunerative and stable price of sugarcane; producer owned and controlled co-operative sugar factories; provision for a proper depreciation reserve and compulsory deposits by members, provision of technical guidance and inputs to sugarcane growers by the agriculture departments created within each factory, equitable distribution of benefits from sugar factories among the members; and provision of welfare services. He also lists some undesirable, albeit unintended, effects of sugar co-operatives such as keen competition among their members and bitter and expensive elections to gain control over the co-operatives, lack of focus on improving the internal management and efficiency, and indiscriminate extension of sugarcane cultivation to areas which were water-stressed. Another expert Shri Baviskar identified a number of social, political, economic and institutional factors that affect the performance of co-operatives. In his opinion, those co-operatives which are imposed from above by the Government or any other authority are likely to fail. On the other hand, if an when co-operatives are organized by the people themselves in response to their felt needs or to fight against some sort of exploitation, they are likely to succeed. He also found out that the success of a co-operative depended on its ability to fulfill the objectives for which it was established. Loyalty of members was identified to be another important determinant of a co-operative.

“More recently, another scholar Dr. Apet examined, “The causes of success and failure of sugar co-operative in the state”. He identified several factors like installation of plants in shortest possible time, provision of irrigation facilities, bringing large areas under sugarcane cultivation, democratic functioning, provision of remunerative price to the farmers, business like approach, and diversification as the key to the success of sugar co-operatives. He also lists several factors including corruption and malpractices which are responsible for the ruin of some of the sugar co-operatives in the State. Sarvashree Suryawanshi and Gaikwad explored various determinants of spectacular success of the warana sugar co-operatives in Maharashtra. They identified several contributing factors such as relatively high share capital, large acreage under sugarcane, provision to its members of improved inputs and services such as seedlings, soil testing facilities, farm implements and machinery, development of horticultural plantation, improved technical
know how and irrigation facilities and provision of facilities for supplementary income from dairying and poultry." 71

"A number of scholars have studied the role of sugar co-operatives in rural development, mostly in Maharashtra. They conducted an intensive study of the "Kisan co-operative sugar factory, Kopargaon, Maharashtra spread over many years". They found that there existed a dynamic and reciprocal relationship between politics and development and that the existing political structures and distribution of power within them affected the course of development and distribution of benefits from development." 72

"Prof. Taimni examiners various aspects of "Sugar Co-operatives in Maharashtra" including their genesis, evolution, growth, performance, impact and determinants of success. He also presents an in-depth case study of successful sugar co-operatives the Warana sugar co-operatives. Sugar co-operatives have completely transformed the life style of sugarcane growers and other sections of rural population. The co-operatives have created job opportunities for thousand of rural people directly in their sugar factory and indirectly in such operations and services as harvesting and transportation of sugarcane, constructions and repair or roads, wholesaling, retailing, banking and so on. They have helped established basic infrastructure in remote rural areas and there by facilitated their development through improved access to education, extension services, irrigation facilities, improved seeds, and fertilizer and crows bred cows. Above all, sugar co-operatives have given birth to and nurtured a new generation of entrepreneurs and politicians who now dominate the economic and political forums in the state. Several determinants of success of sugar co-operatives including charismatic leadership, use of advanced technology, enlightened and responsive membership, consistently high sugarcane prices to producer, and effective management. However it is the fact that all the co-operatives sugar factories in Maharashtra were not successful. Some sugar co-operatives suffered from political rivalries, poor management, and irrational investment in by-product industries, inadequate finance and recurrent drought conditions leading to reduced supply of sugarcane. On the basis of the study of twelve sugar co-operatives in Maharashtra, Dr. Doshi observes that apart from bringing about all-round development in their areas, sugar co-operatives facilitates the emergence of a new class of rural entrepreneurs and business leaders. Sugar co-operatives of Maharashtra could serve as a model for organizing integrated agro-processing and marketing co-operatives in other states of India. They could prove to be an effective institutional structure for promoting all-round socio economic development of rural people in general and sugarcane growers in particular in sugarcane growing areas in the country." 73
According to Dr. P. R. Dubhashi in his research paper entitled, "Co-operative Movement, Present Status and Future Challenges" he concluded that this then is the present status of the Cooperative Movement. The progress achieved so far can certainly be a matter of pride to hundreds and thousands of cooperative workers, official and non-official, engaged in cooperative activity. Indian Cooperative Movement is certainly in many ways the largest and the most comprehensive of the cooperative movements anywhere in the world. Finally, there has been a great weakness in the moral and educational dimensions of the movement. The void left of the departure of stalwarts like Vaikunth Mehta and D. R. Gadgil has not been filled up. It will be difficult to find today people of moral and intellectual standards of these giants. Amongst the economists there are few who have dedicated themselves to the cause cooperative movement. Among the social workers also there are few who have taken the cause of cooperative movement. Everywhere the politician's writ runs large on the cooperative movement. All these can be described as challenges before the cooperative movement. The solutions are not easy to come by. The government support to policies helping cooperative movement continue but the idealism which Jawaharlal Nehru brought to bear on cooperative policies is sadly missing. Jawaharlal Nehru wanted "To convulse India with cooperation." There is none today thinking in these terms. Dr. D. R. Gandgil dreamt of "cooperative common-wealth". That vision seems to have vanished today. And yet, it is still possible to bring back the idealism and combine it with the professional business management, which will enable the cooperative movement to play its rightful role as "the shield of work rather the sword for the strong." The National Cooperative Bank on which all of us have agreed may also provide an institutional leadership at the national level have for an all-embracing growth of the cooperative movement in the years to come.

From the above review of literature, it is obvious that very few researchers have given thought to the aspect of Human Resource development of co-operative sugar factories.

This research project is undertaken to Study the Personnel Policies and Practices Sugar Co-operatives in Southern Maharashtra to promote efficiency and profitability of the sugar co-operatives.

The literature thus provides an in-depth understanding of various aspects of the Sugar Industry in India in general and Maharashtra in particular. However, it can be observed from the review of Literature that there is no comprehensive study covering A Study of Personnel Policies and Practices in Selected Sugar Co-operatives in Southern Maharashtra.
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