CHAPTER - I

INTRODUCTION
The Indian cooperative movement, completing its one hundred years of existence in a couple of years, has made significant strides as a potential means of eradicating poverty from the face of India. It has been given an important place in the economic programmes aimed at all-round development of the country. The movement gradually diversified itself and spread its tentacles far and wide and became one of the largest movements in the world. In many segments of Indian economy cooperative sector has acquired a predominant position. It shares sixty per cent in the national sugar production, seventy five per cent in marketing of agricultural produce, fifty-eight per cent in handloom sector, sixty per cent in agricultural finance, more than hundred per cent in capacity utilization and thirty-five per cent in fertilizer distribution (Sharma, 1997:308). An important feature of the Indian cooperative movement is that it has left no sector of the economy untouched. The movement covers 100% of villages and 67% of households of the country. Today there are more than 4.53 lakh cooperative societies of various kinds with a membership of 204 million and Rs.157477 crores of working capital (Vishwanathan, 1999:345).

The initiation of economic policy introduced by the Government of India in 1991 posed many challenges and difficulties for cooperatives in India. The liberalization and globalization initiatives have posed a serious challenge to the cooperative sector. The subject has been deliberated at various fora at the national level in seminars, conferences, workshops were the apex organization NCUI has been directed to prepare an action plan for cooperative sector so that it could successfully face the challenges and utilize the new opportunities thrown up by these policies. In order to over come these challenges human resource development is indispensable for the Indian cooperative sector.

Human Resource Development is considered to be the backbone of any organization. It assumes greater importance in the cooperative sector in particular as it is the movement of the people. As a matter of fact, human resource is the base of the cooperative movement as distinct from any other economic activity. Training and development by themselves have no value unless these are related to a specific purpose. The purpose of cooperative training and development is to make available professionally competent managerial and other personnel with appropriate knowledge, skills and abilities
to a cooperative system, so that it can function in an effective manner. Efficient
management, dedicated leadership, participative membership and competent and
committed workforce are the pillars of cooperative sector. The success of the cooperatives
will depend on the development of these sections of people. For their proper growth and
success, it is essential that a comprehensive HRD programme is formulated and
implemented. The whole cooperative movement requires an integrated effort and approach
so as to train, direct and motivate the leaders, employees and members of this sector.

Various studies conducted in India as well as elsewhere, reveal that the
effectiveness of management practices and consequently the effectiveness of training for
management development depends, a great deal, on the operating culture of the
organizations in which these may be applied. Thus not only appropriate cooperative
managerial system will have to be evolved for different countries, but even the known
techniques of training and development also may have to be adopted to suit the local
requirements. It is this critical factor in the process of development of cooperative
executives in all developing countries, that will have to be seriously reckoned with while
formulating strategies and structures for HRD in cooperatives.

The International Cooperative Alliance (ICA) has formulated a policy on HRD in
cooperatives of the third world. It considered HRD as “all the planned information,
education, training, mobilization of manpower development activities undertaken by
cooperatives so as to create economically efficient organizations capable of providing
services required by their members”. The applicability of this policy on HRD in
cooperatives can surely bring cooperatives on a right track. But in a developing country
like India, where liberalization, foreign investment, globalization and privatization
measures are taken to reform the economy in the country, the cooperative sector cannot
escape itself from the pressures of these new challenges of productivity, service aspects,
product quality, employer-employee relationship and competition from public and private
sectors. This would therefore, call for reviewing and building sound HRD strategies and
timely action on the part of cooperatives. Well developed, motivated and enlightened
members, employees and leaders would be very much effective in maintaining the
managerial and operational efficiency that will ultimately result in the development of self-reliant and self-regulated cooperative institutions.

Even though the cooperative sector in the country has made significant progress in general and in some conceivable economic activity in particular, one factor which has been almost neglected completely is the development of human resource which is more in abundance and richer in cooperative sector than in any other form of business organization. The human resource in cooperatives has not been given due importance and weightage that it deserves for its development. However, in order to cater to the needs of HRD in cooperatives, the national level apex organization (NCUI) and state cooperative unions (State level apex organizations) are engaged in the implementation of cooperative education and training programmes. The cooperative education is carried out under the administrative controle of NCUI through National Centre for Cooperative Education (NCCE) under 26 projects throughout the country. The training programmes are implemented under the administrative controle of NCUI through National Council for Cooperative Training (NCCT). These training programmes are conducted by vaikunth Mehta National Institute of Cooperative Management (VAMNICOM) for senior level cooperative personnel at national level. For middle level cooperative personnel, there are 19 Regional Institutes of Cooperative Management (RICM) who provide training to the intermedries and Junior Cooperative Training Centres (JTC) for junior level cooperative personnel through 96 institutes in the country. In addition, a number of integrated developmental and training programmes/courses are being run at the head quarter of NCUI, New Delhi.

Cooperative being a distinct sector of the Indian Economy, various scholars, thinkers, academicians and researchers have taken up cooperative as their research projects from time to time. These researches have been conducted at the national as well as state levels. However, the main thrust of researchers remained on the development of cooperative movement in the country. As the need for human resource development in public and private sector is growing day by day to achieve the goals and targets of the organization and attention is being paid everywhere for human resource development, the cooperative sector in the country, having tremendous potential of human resource, has not
been touched for its development so far. The top level organization and spokesperson of cooperative movement NCUI and the role played by it has been left out altogether. Taking into consideration the importance of HRD in cooperatives and the remarkable role of NCUI in the HRD of cooperatives, an attempt has been made to conduct a comprehensive study of the role of NCUI in HRD in cooperatives in India.

OBJECTIVES OF THE STUDY

The present study has been taken up to analyse the role of NCUI in HRD in cooperative sector with the following objectives:

• To assess the working of existing HRD practices in the cooperative sector in India with special reference to HRD policy and climate, leadership and management guidance.

• To probe objectively into the lacuna, if any, in the existing practices.

• To examine the role of NCUI in the HRD in cooperative sector.

• To examine the role of the union in the development of cooperative management training to senior and intermediate personnel through its institutions and in the development of liaison for HRD with international agencies.

• To assess the role of project personnel of unions in HRD.

• To suggest, on the basis of results of study, measures at improving HRD system in the cooperative sector.

MATERIALS AND METHODOLOGY

The entire study is based on primary and secondary data. The relevant secondary data has been collected from the records, annual reports, administrative reports, statements, files, magazines and journals of NCUI New Delhi. The data from reports, magazines, periodicals of VAMNICOM, RICMs, ICMs and State Cooperative Union Reports have also been used. Statistical profiles of Department of Agriculture and Cooperation, Ministry of Agriculture, Government of India have also been consulted for the relevant and
necessary secondary data. The primary data has been collected through a well structured questionnaire containing important issues regarding training facilities, nature, place and duration of training, training incentives, basis of training, relevance of training, promotion, job satisfaction, management participation, attitude of top management, seniority, merit rating etc. This questionnaire has been circulated to four groups of respondents, i.e., P.O, CEI, FGI and LM of respective unions of NCUI to get the required information regarding different aspects of HRD in cooperatives for analytical study.

The sample survey had been restricted to 22 Project Officers, 60 Cooperative Education Instructors, 20 Form Guidance Instructors and 22 lady mobilizers which account for 124 respondents out of the total number of 136. Personnel interviews and discussions with the office bearers and respondents have also been conducted. The data collected from primary as well as secondary sources has been analysed with the help of different statistical tools and techniques like percentage, index numbers, ranks etc.

CHAPTER PLAN

The entire subject matter of the study has been divided in the following seven broad chapters:

**Chapter - I:** Chapter first is introductory in nature and deals with the statement of the problem under study, the importance of the study, growing need for HRD in cooperatives, the objectives of the present study and the research materials and methodology used.

**Chapter - II:** The chapter highlights the origin and historical development of cooperative movement in India, different stages and various committees and commissions of cooperative movement, International Cooperative Alliance Statement on the cooperative identity, present position including the latest developments and achievements in different and allied fields of cooperative sector.

**Chapter - III:** It examines the role of NCUI in the development of cooperatives, growth and development of NCUI, the origin and change in nomenclature of NCUI, present position, membership, national level cooperative federations, state
cooperative unions and other national level cooperative organizations, administration, personal department, member education programmes and the role of NCUI at national as well as at international level for cooperatives.

**Chapter - IV:** It deals with the need for HRD in cooperative sector, HRD concept, HRD objectives in cooperatives, ICA policy, present status of HRD in cooperative, HRD components in cooperatives, entrepreneurship development, cooperative management leadership development, organizational planning, recruitment, selection and placement, training and development, compensation and motivation and performance appraisal.

**Chapter - V:** It deals with the role of NCUI in HRD, cooperative education through NCCE, Cooperative training through NCCT, Management training for industrial cooperatives, Management training for handloom cooperatives, computer programmes, training of foreign scholars, JCTC, emerging trends of HRD and the role of NCUI.

**Chapter - VI:** It is an in-depth analytical study of the HRD in union projects. It deals with number of union projects, aims and objectives of project, role of NCUI in the HRD of union projects, its staff strength, on the job training system, basis of training, effectiveness and relevance of training, basis of promotion, job satisfaction and perception of union staff towards top management.

**Chapter-VII:** It sums up the main findings of the study, offers suggestions for the proper HRD development in cooperatives in general and the role of NCUI in particular.