Chapter V

SUMMARY AND CONCLUSION

The very motto of a cooperative institution is to provide the services needed by its members in a manner and on terms of most satisfactory approach. The members of a cooperative institution voluntarily join it for improving the quality of life. The administration of a cooperative institution is vested in the hands of board of directors who in turn are elected by the members on the democratic principle. In a nutshell, a cooperative institution not only extends socio-economic gains but also educates the people about democratic principles. Democracy is very much essential in any concern and, it is much so in cooperatives.

Among varied reasons, it is felt that democratic management in cooperatives, though good in principle, is no better than like any private enterprise. This made the author select the topic "DEMOCRATIC MANAGEMENT IN COOPERATIVES" for investigation to analyse the inherent weaknesses of and reasons for inefficiency of democratic management. Required information was collected from the respondents, leaders of the cooperatives in the Anantapur district. Additional information was obtained from the records and reports of the cooperatives concerned; and through mutual discussions with the officials and non-officials of the cooperatives. In this chapter, the findings of the study and conclusions emerging from the study are presented.
FINDINGS:

Democracy is the basic principle of Cooperation on which the success of a cooperative enterprise lies. This principle offers greater hope for the better future. To say that democratic management is effective and efficient, the members of the cooperative who are masses and illiterate should be guided and guarded through legislation. A link between cooperative management and political affiliation is found. Of course, politicisation through means of democracy mobilises people behind the leader, which is nothing but educating the people. This feature is good for a democratic system. The cooperative elections are not conducted with reference to period as well as reserved positions. The election expenditure is to borne by the cooperatives. Though the expenditure may be lesser in amount, it could be difficult for the cooperatives whose motto is service. It is also found that though, members who were disqualified because of reasons for the position on the board, their relatives got elected. In other words, this type of leadership may amount nothing but old wine in the new bottle.

In rural areas, leadership continues to be the domain of male sex. On many occasions, women's participation was negligible. Of late, women also joined the cooperatives and are represented on the committees of the cooperatives. This is a very encouraging and noticeable observation in the context of 'Women's International Year'. If go for an indepth study, women's representation on the committees of the
cooperatives are not due to their interest but due to disqualification of their relatives or supporters. In other words, it means the leaders, who were represented on the committees of the cooperatives, continued to enjoy power by inserting their own people as the members of the committees of the cooperatives. An interesting observation that could be made in the study is that youngsters have better representation than the old.

The representation for the weaker sections on the committees of the cooperatives is satisfactory. However, it can be said that their seats are filled in more by persuasion or co-option, but not by election. This situation further opens up a few issues:

Are Scheduled Castes and Scheduled Tribes not becoming members of the cooperatives?

Or, have Scheduled Castes and Scheduled Tribes no interest to contest after becoming members of the cooperatives?

Or, are the Scheduled Castes and Scheduled Tribes simply joining in cooperatives to avail services?

Local dominance of caste has carried more weight in getting elected. The cooperative leaders' educational status has also played a role in becoming members. The educational status of these leaders is better now than before. Occupational homogeneity among the members of the board
prevailed to greater extent. Land holding is a predominant factor leading a person to become the president, particularly in credit societies. The presidents having no land or the presidents of other than credit cooperatives; and the directors having no land or little land are mostly belonging to either weaker sections in rural areas or non-farmers in urban areas. A majority of the cooperative leaders is associated with the ruling party. The cooperative leaders' association with political leaders do encourage and strengthen the cooperative; and the ruling political party at the State is different, the political affiliation does more damage then assistance.

If the cooperative management is manned effectively, it encourages rural entrepreneurship which would certainly snap the dictum, "Real India lies in Rural India". Effective Manning of cooperative management makes political leaders experienced. An overwhelming majority of presidents as well as directors are new to their positions which reflects how the youngsters motivated to be good leaders. However, the cooperative leaders are yet to take effective participation to strengthen the business operations and to patronage the funds of cooperatives. The socio-economic measures reveal that about one-fourth members on the committee of the cooperatives belong to higher class; and no significant difference is found between the members on the committee of the credit cooperatives and the members on the committee of the non-credit cooperatives.
The socio-economic status of the presidents of the credit cooperatives is much better compared to their counterparts of non-credit cooperatives. In so far as the directors are concerned, no much difference with regard to socio-economic status is found. In brief, the socio-economic status of the presidents is better than that of directors.

Many members of the board did not attend the meeting and it did not matter much. To fulfill the bye-laws (quorum) the members who did not attend the meeting, affixed their signatures at their residences when the minutes book was presented. Maintaining cardial relation is a foremost factor to effective business in any organisation. It is no exception to cooperatives. Many members, particularly the presidents have relations with the officials and non-officials. This is more so in case of credit cooperatives. Optimism is seen among the majority of the respondents with regards to future which is bright for cooperatives and continued to be regarded as most suitable agency for meeting the local needs of the people especially rural people. A change in the ruling party at the State is forcing some structural changes in cooperatives. The Telugu Desam Government implemented single window system; and now the Congress Government has given a thought to bring the old system of long term and short term credit structures. The cooperative leaders have rich political
knowledge. This should be utilised for the development of the cooperative system in particular; and the socio-economic promotion of members in general.

SUGGESTIONS:

A few remedial measures are enlisted below:

The cooperative agency/society would confine to a particular area of functioning, rather covering all aspects, leading to the promotion of economy. Having the agency/society with all services in fact is more desirable; but it would require more expertise which becomes a burden and in some cases beyond the working of the society. The coverage of specialised agency would be a mandal. The bye-laws of the cooperative would be amended with reference to certain provisions such as term of office, eligibility to contest based on the transactions being effected in the society, provision for nomination of academic expert on the committee of the society, quarterly/half-yearly evaluation being done by the committee members and the aspects which are to be undertaken or implementation be made known to the members as well as to the people. Infact, all these points should be framed in bye-laws uniformly in the State. To this effect the cooperative Law should be inserted a new provision. The Cooperative Law should be conferred on the Registrar of Cooperatives to supercede the committee explaining the reasons rather than simply under the pretext discretionary powers.
Youth participation in the leadership of the cooperatives is the need of the day. Training to the youth leaders should be given. The culture of women participation is on increasing line, efforts would be made for more and more participation of the women in the cooperative organisation. Cooperative development based on the patronage and assistance being extended by many; among them the State Government would take greater part. Political affiliation would ensure effective functioning of the cooperatives who's main thrust is similar to that of Government. Sabotazing the cooperative machinery for the selfish interest or advancement of the political party must be stopped as also nepotism in advancing loans as well as in postponement of loans. It should be the responsibility of the political leaders to make the cooperatives as a philosopher; friend and guide to the common man. Then only the essence of cooperative democracy and aims of cooperatives would reach the doors of the people.

To sum up, the respondent leaders in cooperatives have shown interest to promote the socio-economic status of the members. The process of cooperative functioning should itself educate the people the ideology of democracy. In other words, the cooperative organisation is like a school where in the people can learn the democratic principles, democratic process and democratic administration. The influence of politics in
the area of cooperative sector must be removed otherwise
the sector would not shed itself out of political fever.
Promoting and progressing the socio-econo-political culture
would be the need of the hour in the wake of many developments
taking place for better.