

CHAPTER IV

RESULTS OF SAMPLE SURVEY

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CHAPTER - IV: RESULTS OF SAMPLE SURVEY :4.1) INTRODUCTION:

To assess the impact of establishment of GTSSKLG a sample survey of cultivators of sugarcane, who are members of the factory, was undertaken. The area of operation of the Factory is divided in certain groups or zones, viz. a) Harali-Mahagaon zone, b) Halkarni-Narewadi zone, c) Nul-Mugali zone, d) Kadgaon-Kaulage zone, and e) Gadhinglaj zone. Three members from each zone are elected as Board Members, to whom all members of the factory cast their votes. While selecting the samples, at least some villeges from each zone were selected, to make the study representative and comprehensive. Total 10 villeges were selected for sample survey. From the villeges selected for sample survey, certain number of farmers ~~are~~ members were selected by random sampling method. The villege wise farmers selected for sample study are given below:

TABLE NO. -1.

<u>Villege</u>	<u>Number of members selected for sample study.</u>	<u>% to total number</u>
1) Narewadi	10	6.66
2) Nagnur	15	10.00
3) Mugali	15	10.00
4) Gadhinglaj	20	13.34
5) Gajargaon	15	10.00
6) Bhadvan	10	6.66
7) Harali Budruk	20	13.34
8) Mahagaon	15	10.00
9) Channekuppi	15	10.00
10) Kadgaon	15	10.00
Total:-	<u>150</u>	<u>100.00</u>

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Total number of members of the factory are 6117 as on 30/6/1986, and among them 6,085 were producer members, 31 non-producer members and the remaining one Government of Maharashtra. In addition, there are 124 institutional or nominal members. The percentage of members selected for sample study to total number of members are 2.31

4.2) SAMPLING METHOD AND DESIGN:

As it is not within one's capacity to study each and every member of the factory, sample study was undertaken. Out of total 101 villeges in the area of operation of the Factory, 10 villeges from different zones were selected, which form 10% of total villeges. From the villeges selected for sample study, certain number of farmer~~s~~ members amounting in all to 150 were selected by random method. A questionnaire of 6 pages prepared covering information on the following points:

- a) Identification particulars and family information.
- b) Particulars of land
- c) Particulars of leased out or property held under other rights.
- d) Data relating to agricultural production and income
- e) Opinionnaire.

As majority of the farmers are not in a position to fill up the questionnaire by themselves on account of illiteracy and inadequacy of knowledge, the members were personally interrogated, and the information so received was filled in the questionnaire form. Where exact information from members was not available either because it was not possessed by them or they not prepared to supply it, an estimate or guess was made to reach maximum accurate information. In addition to information obtained through questionnaires, data was also collected through personal interviews, annual reports of the Factory, other publish-

-ed information relating to the Factory and personal observations. The data so collected was processed through tables, charts and percentages, which led to certain conclusions, which are described hereinafter. The figures selected for sample study are displayed in the numerical form as under:

TABLE NO. -2.

year	Total number of members of the factory	Number of members selected for sample study	% of sample members to total number of members	Total villeges covered in the area of operation of the factory
1	2	3	4	5
1988	6117	150	2.46	101
	(30/6/1986)			
Number of villeges selected for study		% of sample villeges to total villeges		
6		7		
101		10%		

While drawing conclusions from the sample study, following qualitative information is required to be kept in mind:

a) AS on 30/6/1986, there was a sum of Rs.13,99,128/- credit on account of Shares Anamat(Suspense), which means that a large number of persons have applied and paid for membership but they have not been admitted as members as yet. So a considerable number of persons from the area of operation of operation of the Factory are not the members of the Factory.

b) The membership fo the Factory is concentrated<sup>ntrated</sup> in about 30 villeges

c) Because of concentration of members in limited area, villeges having poor membership covered in the sample villeges results in smaller number of members for sample study

d) only 12 villeges from Ajra Tahasil are included in the area of operation of the Factory, the rest of Ajra Tahasil being included in the area of operation of Daulat S.S.K.Ltd., Halkarni, Tal: Chand-gad. Further, a large number of sugarcane producers from these 12 villeges are not members of this Factory, though they supply sugar-cane to this Factory.

#### 4.3 FINDINGS OF THE SAMPLE SURVEY:

The data collected through questionnaires and interviews and published data is processed through following tables. The important findings as appear from the tables are also discussed below.

TABLE NO. 3.

Table showing group-wise income of the members:

Category of members as per land held by them in acres.	Number of members included in the sample study	Total Annual income Rs.	Average income for the category Rs.
1 to 5	82	14,35,000.	17,380.
6 to 10	30	6,72,000.	22,600.
11 to 15	30	7,86,000	26,200.
16 and above	8	2,77,000.	34,625.

The table shows that with increase in the land holdings the average income of the members have increased. However, the increase in income<sup>is</sup> proportionally less than the increase in land holding. For land owner group of 1 to 5 acre, average income is Rs.17,400, it should have been about Rs.68,000/- or so for land owner group of 16 and above; in fact it is around Rs.34,600. It shows that for lesser land holding the productivity of land obtained is more.

TABLE NO 4.

Table showing average number of adult members per land holding group.

Land holding category of members in acres	No. of members included in sample study	No. of adult members in the group	Average adult members in the group.
1 to 5	82	313	3.88
6 to 10	30	177	5.90
11 to 15	30	171	5.70
16 and above	8	43	5.37

The table shows that for the first group, the number of adult members is around 4, where as it is about 6 for all the rest categories. It means that members from higher land holding groups depended more on farm labour hired <sup>than</sup> ~~and~~ the farm labour from their own families

TABLE NO. 5.

Table showing average adult persons per land holding group.

Land holding category of members in acres	Number of members included in the sample study	No. of literate members in the group	Average number of adult literate members in the group.
1 to 5	82	128	1.58
6 to 10	30	46	1.53
11 to 15	30	53	1.77
16 and above	8	16	2.00

The table shows that average literate members per

family goes to increase as the land per family goes to increase.

As it is true, the literate persons normally do not opt for labour work in the farm, the conclusion drawn in the 4th table goes to strengthen, i.e. for higher land holding families, the number of own farm labour is less and it further goes to reduce due to higher literacy, causing more and more dependance on the hired agricultural labour.

Table No. 6.

Table showing % of irrigated land to total land before and after the establishment of the Factory.

Land holding group in acres	Numbers of members included in the sample study	Total land holdings in acres		Irrigated land (in acres)		Unirrigated land in acres		% of irrigated land to total land	
		Before	After	Before	After	Before	After	Before	After
1 to 5	82	217.	255	43.	114	174.	141	19.80	45.00
6 to 10	30	111.	221	39.	65	173.	155	35.10	29.60
11 to 15	30	370.	372	42	76	328	296	11.35	23.00
16 & above	8	146	147	26.	33.	120.	114	17.80	22.40

The table shows that irrigated land has increased more or less in the same proportion in the case of all land holding groups, but in the case of second group, the percentage of land under irrigation decreased as compared to before establishment period on account more increase in total land holding proportion than increase in land under irrigation. From personal interviews and annual reports of the Factory, it is observed that the increase of land under irrigation is due to additional irrigation schemes

undertaken by the members themselves, either individually or through formation of co-operative irrigation schemes. The contribution of the Factory is practically very less, ~~say~~ <sup>say</sup> Nil, in bringing ~~more~~ additional land under irrigation. It is also clear from the fact that, for crushing season 1985-86, the total sugarcane crushed by the Factory was 2,03,901 M. Tonns, out of which sugarcane from non-members was 1,00,178 M. Tonns, i.e. 50% of total sugarcane crushed. The table also shows that increase in land holding of members is comparatively more in the case of small land holding groups than in the case of big land holding groups (3r and 4th)

TABLE NO. 7.

Table showing production of sugarcane and average yield per acre, before and after the establishment of the Factory.

Land holding group in acres	Number of members included in the sample study	Area under Sugarcane in acres		Sugarcane production in tonns		Average yield per acre in tons	
		Before	After	Before	After	Before	After
1 to 5	82	40.00	109.30	880.	2,230	22.00	20.00
6 to 10	30	30.00	57.00	660.00	1,136	22.00	20.00
11 to 15	30	35.00	54.00	770.	1,100.	22.00	21.50
16 & above	08	20.00	23.00	420.	480.	21.00	21.00

The table shows that area under sugarcane and the sugarcane production in total has increased in all cases, but average yield per acre has decreased ~~in~~ <sup>in</sup> all case of all groups of land holders, particularly in the case of members in small land holding. This may be attributed to contineous sugarcane crop taken in the same land, shortage of water supply



due to increase in area under sugarcane crop without increase in availability of water proportionately, use of chemical fertilizers for a number of years, et. The figures of average yield are for the year 1986 for the last. Thus, the income of the members have increased on account of increase in area under sugarcane crop, increase in sugarcane price, etc.

4.4) GENERAL OBSERVATIONS:

From the data collected from questionnaire from members, interviews with the Officials, workers, Board members, information from published records and annual reports of the Factory, the following conclusions have been observed, in addition to the particular findings noted earlier:

1) More than 55% of the farmer members belongs to marginal land holders, having less than 5 acre of land.

2) Though majority of members are small holders, the Board of Directors is composed of landlords, except those who represent backward class members and marginal landholders, as per byelaws of the Factory and Co-operative Act.

3) Particularly in the case of members holding marginal land, their main source of income comes from non-agricultural activities, such as employment, farm labour, dairy farming and allied activities. Only members in the higher land-holding group depend mainly upon agriculture for their livelihood.

4) Though there is remunerative price for other cash crops like, chilly, groundnut, vegetables, etc., the land under these crops is decreasing year-after-year and at the same time land under sugarcane crop is increasing, may be possibly due to comparatively stable price for sugarcane, availability of water, lesser efforts in getting this crop, and general tendency among

farmers to get the sugarcane.

5) As to the literacy, excepting the old members in the family, the new generation is almost educated, generally up to high-school standard. This is due to general spread of education in the society. With the spread of education, the dependance on agriculture is also reducing, as the new generation opt more to employment at cities or business or like activities than to find income source in agriculture. With increase in population, this is bound to occur. It was stated by many members that for a small farmer, agriculture is not an attractive occupation on account of higher cost of cultivation, increasing cost of fertilizers and scarcity of farm labour for a family not having sufficient farm labour supply out of the family itself and increased cost of labour. All these factors have increased the cost of cultivation, but price for sugarcane has not increased materially and proportionately to increase in cost of cultivation, causing decreasing agricultural income in real terms of income.

6) Among the members interviewed, it was found that the size of the family ranged from 3 to 6 (most). It was due to partition of joint families.

7) Due to spread of education in farmer families, there is lesser inclination towards agriculture as an occupation. The land is being divided from generation to generation and economic land holding is now out of picture.

8) As to the crop pattern, sugarcane crop stood first, followed by paddy, groundnut and jawar. This pattern for the area of operation as a whole remained unchanged from the period before establishment of the Factory to date. The sugarcane crop is concentrated around the Hiranyakeshi river, about 75% of the

total sugarcane production in the area of operation, and the remaining 25% sugarcane production is obtained on well irrigation, pergotation tank irrigation, etc. Since establishment of this sugar factory, there is only an marginal increase in area under sugarcane production, and that too is the result of attractive price recently obtained for sugarcane. For absence of additional irrigation facilities, area under sugarcane production did not increase materially. The available water is limited and there is no water storage dam on Hiranyakeshi river. The sugar Factory has practically done nothing for increasing irrigation facilities and to bring additional land under sugarcane production. About 70% of the land in the area of operation of the Factory is still non-irrigated. Additional land could be brought under irrigation and so under sugarcane crop if the Factory can make determined efforts. The recently established sugar factory at Walawa, Dist: Sangli and at Daulatnagar, Dist: Chandagad provides an ideal example in the matter. Following table shows how the sugarcane production in the area of operation of operation of the Factory has not increased materially over a span of five years.:

TABLE NO. 8.

Table showing supply of sugarcane to the Factory from members and non-members:

<u>year</u>	<u>Sugarcane supply to the factory in M. Tonns</u>		
	<u>Members</u>	<u>Non-members from area of operation</u>	<u>Non-members from out of area of operation.</u>
1980-81	91,021.	32,757	37,574
1985-86	1,03,723	52,562	47,615

The table is an clear indication of the fact that proportion of sugarcane from members and non-members is about equal and has remained the same all over the five years. Increase in sugarcane crused of 43,000 M. Tons is contributed as 13,000 M.Tons from members and 30,000 from non-members.

The area of operation of the Factory was previously covered by the neighbouring co-operative sugar factory at Sankeshwar, Dist: Belgaum, viz. Hiranyakeshi S.S.K.Ltd. After establishment of this Factory, the present area of operation of this Factory was separated from the earlier Factory at Sankeshwar, which is an old and long established factory, situated only within 20 k.m. distance from this factory and which pays highest rate for sugarcane in the country. So there is natural inclination among members and non-members to supply sugarcane to Hiranyakeshi S.S.K.Ltd., Sankeshwar to get higher price to their sugarcane, in spite of legal barriers. It is necessary that GTSSKLG must be able to pay competitive price to attract sugarcane from members and non-members. It is necessary to note here that 50% of sugarcane required for running this factory is still drawn from non-members, within and outside its area of operation.

9) Due to paucity of rainfall and uncertainty of it, there has been decrease in per acre/hectre production all over the years, except in certain years, as it is clear from the following information:

TABLE NO. 9.

Table showing average sugarcane production per acre/hecter:

<u>Year</u>	<u>Sugar Recovery %</u>	<u>Unit of land measurement</u>	<u>Sugarcane production per acre/hecter. in M.Tons.</u>
1979-80	10.64	Hecter	62.23
			(.....)

<u>Year</u>	<u>Sugar Recovery %</u>	<u>Unit of land measurement</u>	<u>Sugarcane production per acre/hecter in M.Tons.</u>
1980-81	11.01%	Acre	24.93
1981-82	11.63%	Hecter	58.97
1982-83	11.69%	Hecter	53.49
1983-84	10.77%	Hecter	38.63
1984-85	11.00%	Hecter	50.00
1985-86	11.08%	Hecter	48.05

Source: Annual reports of GTSSKIG.

10) As to the assets hold by the members, it is found that the members have added the following kinds of properties to their original property, viz. scooter or motor-cycle, radio, milch-animals, house property, shares of sugar factory, tractor, electric motor, etc. However these kind of additions is a result of financial assistane from banks and also out of increased income of the members; it is not due to establishment of this Factory but, because general increase in sugarcane prices and employment to family members of the members of the Factory.

As all the present members of the factory were former sugarcane suppliers of Hiranyakeshi S.S.K.Ltd., Sankeshwar, there need not be any change in the income pattern of the members because of this Factory, only marginal increase has been there in the case of marginal farmers due to establishment of this Factory.

11) The ppportion beteen land under sugarcane and other crops has certainly increased in favour of sugarcane, but this increase is mostly on account of higher income from sugarcane

crop than establishment of this Factory. Only very small land holders, who were getting other crops due to inability to come in contact with Hiranyakeshi S.S.K.Ktd. began to bring additional land under sugarcane production. Inability to contact to Hiranyakeshi S.S.K.Ltd., for supply of sugarcane was due to excessive sugarcane supply available to the neighbouring Factory. Increase in area under sugarcane production is also due to increased irrigation facilities promoted by Government, Co-op. irrigation societies, rich farmers and jointly by members and also due to additional water made available due to construction of Kolhapur type dams, perportation tanks and additional construction of wells. Factory has contributed very less in the increase in sugarcane production. Increase in area under sugarcane production caused reduction in area under other crops.

12) The interviewers could not supply satisfactory information regarding prices of production and cost of production before and after establishment of this Factory. However it generally appears and is true that the prices of cash crops like sugarcane, ground-nut, chilly, etc. have increased to a considerable extent, whereas prices of other crops have increased only marginally. This is due to general market conditions and Government policies. The cost of production in respect of labour, fertilizers, pesticides and irrigation facilities have increased to a considerable extent.

13) The members of the Factory were mostly assisted by the VIKAS Societies, Nationalised Banks and money-lenders and Government assistance. Assistance from Sugar Factory was negligible.

14) The opinions expressed by the respondents to some of the questions in the opinionnaire are as follows:

a) There is only marginal increase in area under sugarcane production due to establishment of this Factory. The factory structured-out water through bores in the wells of the members, but the depth of such bore was limited to 100', whereas the water level is below 250' on an average. The Factory <sup>has</sup> structured out 215 bores in the wells of the members till 30/6/1986 and of them, as per reports of the Factory, 149 wells were successful. However this number of bores will add only marginally to the availability of water, and the number of successful wells are, in fact, less than what the report of the Factory disclose.

b) Persons, who were formerly members of Hiranyakeshi S.S. K. Ltd., were inclined to supply sugarcane to their old Factory instead of supplying it to GFSSKLG. This was due to higher price obtained in that Factory and their communal relations with that Factory. The issue was taken even with the High-Courts of Maharashtra and Karnatak.

c) If members were allowed to manufacture jaggary from the sugarcane, many of them would do so as it gives higher income to them.

d) The price given to sugarcane by this Factory is comparatively better, though less than its counterpart Hiranyakeshi S.S.K.Ltd., Sankeshwar. Both these factories can't be compared on this ground as this Factory is comparatively a new one, whereas HSSKLS (Hiranyakeshi S.S.K.Ltd., Sankeshwar) is an established one. Efforts of the Board to give maximum possible competitive price to the members was generally welcomed. However, there are some unique examples of new factories who have paid the highest price to their members in the country and to name such Factory is Kisan Ahir S.S.K.Ltd., Walawa, who gave Rs.401

as the highest price during the crushing season 1987-88, which is established after GTSSKLG.

e) Due to legal barriers many members are compelled to supply sugarcane to this Factory. If there were no such legal barriers this Factory would have encountered with grave difficulties in finding sufficient quantity of sugarcane. The sugarcane available at present in its area of operation satisfies only 50% need of the Factory. The remaining 50% supply of sugarcane is obtained from neighbouring Karnataka State. During 1987-88 the factory crushed total sugarcane of 3,80,000 M.Tons and of this about 1,50,000 M.Tons was from Karnataka State and about 50,000 tons was from non-members in the area of operation of the Factory. In the long run the Factory must find its own source of sugarcane to survive.

f) A large number of members of the Factory were not satisfied regarding the treatment they received from the management. However, most of the members were satisfied regarding efficient running of the Factory. It was because of these facts that the Factory has given competitive prices to members growing sugarcane and there are minimum deductions from the sugarcane bills. The Factory could establish a distillery unit of its own and could expand crushing capacity within a short period of 10 years from 1250 M.Tons per day to 2000 M.Tons per day, and the Factory was made free from the loan burden. Similarly, the Factory could start the production in relatively lesser time, the cost of production of the Factory is also up to standard norms and the Factory



could avoid a large number of unnecessary and laborious expenditure, the factory worked to its maximum possible capacity and wastage of labour hours were kept minimum. All these are creditable points in favour of management of the Factory.

However, there is other side to this development also. The workers in the Factory are not satisfied as to their wages and service conditions. Many of the workers are not made permanent even after their services of 10 years in the Factory. The other welfare facilities to the members are also not satisfactory. There is no medical centre having necessary facilities, no recreational centres, no school facilities on the Factory site. Total number of workers in the Factory during 1988-89 were 592, and of them 250 workers were permanent and 342 were seasonal. Since 1981-82 to date, there has been no increase in the number of permanent workers, on the contrary there has been reduction in their number. The same <sup>is</sup> applicable to seasonal employees. Thus the Factory could not create large but necessary employments in its area of operation. This is explained in the following table:

TABLE NO. 10.

Table showing number of employees in the Factory:

Year	Number of employees		Total
	<u>Permanent</u>	<u>Seasonal</u>	
1981-82	256	371	627
1982-83	256	370	626
1983-84	253	360	613
1984-85	254	360	614
1985-86	247	355	602

(....)

(Table No. 10 continued)

Year	Number of employees:		Total
	Permanent	Seasonal	
1986-87	242	354	596
1987-88	245	353	598

From the above table it is clear that for the last 8 years, total number of employees did not increase, on the contrary the number was reduced, resulting <sup>iv</sup> no new employments during any of the years. This is specifically important in the light of the fact that the cane crushed increased from 2,87,486 M.Tons during 1981-82 to 3,80,000 M.Tons during 1987-88, where the employment should have been increased. Further, the number of seasonal employees have always been more than the permanent employees, causing lesser wages cost. Increase of profit at the cost of labour, which come mostly from members, is not justifiable.

Excepting to high officials, housing facilities are not provided to majority of workers. Table given below explains this statement:

TABLE NO. 11.

Table showing number of housing accommodation provided

by the Factory to its employees:

(as on November, 1988)

<u>Class of accommodation</u>	<u>Class of employees</u>	<u>Quarters allotted</u>
C	Head of Departments	12
D	Sectional Heads and Supervisory staff	24
E-1	Engineering section supervisors and clericals	30

(Table No. 11 continued)

<u>Class of accomodation</u>	<u>Class of employees</u>	<u>Quarters allotted.</u>
E-	Workers	72
F	Seasonal Workers	24
Old E	Watchman & Others	36
	Total:	198

It is obviously clear that, the working class people are neglected from provision of housing facility, which is an important labour welfare activity.

It is also charged from many quarters that high paid and important posts are filled up from out of area of operation, where the required skill is available in the area of operation.

There is a general unrest among the workers. An effort of the workers to build up a union was broken by the management and a labour union of management itself (INTUC), existing in name only was ~~established~~ recognised.

Though economy was obtained from many sides, one can't ignore the considerable expenditure incurred on "prestige vehicle" of the chairman, viz. contess car.

g) There is only marginal increase in the income of the members due to establishment of this Factory. The Factory has done nothing in the development of villeges under its area of operation. People look upon the Factory as like a private or public limited company having no concern with the development of its surrounding areas.

h) The Factory advanced or arranged for loans, as like any

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other factory, only for purchase of transport vehicles needed for transport of sugarcane and instalation of gobar-gas plants. In facts, these loans are made available under schemes of Government and Banks. The role of the Factory is only of mediatory one. The Factory did nothing in providing finance for development of agricultural land and irrigation facilities.

i) As to the management of the Factory, people and the members appear to be dissatisfied. The management of the Factory is entirely concentrated in the hands of the Chairman, the other Board members are, in fact, funky members, having no powers and no part in decision making. Such kind of management may be good in private sector, but for a co-operative society, ignorance of human elements is dangerous one . What is being observed in our study was made clear by the recent election of the Factory.

j) The Factory provided to the members some other benifits in the form of concessional priced sugar, provision of bagass for domastic fuel and some indirect employment like other factories.

k) The per acre sugarcane production in the area of operation is falling down year after year but, the Factory has done nothing to prevent the same. Some factors may be outside the capacity of the Factory, but things which could be done by the Factory were also not done, like provision of high yield sugarcane seeds, etc.

l) Members and people in the area of operation get income to a considerable amount from sugarcane transport and contract work on the factory site. Workers ~~for~~ for sugarcane cutting and also for sugarcane transport through bullockcart come mostly from out of area of operation of the Factory. There is already

a paucity of labour in the area of operation of the Factory and naturally manual labour has to be brought from outside the area.

m) The Factory has incurred no amount on social and educational activities in the area of operation of the Factory.

n) The factory has done nothing in promotion of irrigation schemes in its area of operation, excepting some scanty efforts in the form of digging some borewells recently.

o) Some workers in the factory were interviewed. Their general opinion in relation to factory workers was that, their average income ranged from Rs. 400=00 to Rs. 800=00 per month, most of them are either temporary or seasonal for more than 8 years, they were deprived from becoming members of Trade union not favouring the management, their service conditions were very poor, they were dissatisfied with their jobs and wages received. There appears to be no healthy relations between management and workers. The workers were working under pressure and, though, the bonus offered was good, it was available to limited workers only.

p) Only one villege was affected by air pollution, viz. Harali Khurd, whereas villages situated on the river bank starting from the Factory were affected by water pollution, sound pollution was a problem during factory season, mostly from Gadhinglaj to Factory site area.

q) The chairman of the Factory and other Board members did not visit even for a single time to various villeges in the area of operation of the Factory to understand problems and difficulties of villagers. In fact there was cordial relations between members, public and the management.

r) The Factory made no efforts in encouraging social and educational activities in the area of operation of the Factory.

s) Many members feel that the management has run the factory very efficiently as compared as compared to the other co-operative sugar factories, but as to the honesty of the management, many members did not make any comment, whereas some of them were doubtful regarding their honesty, but none of them was clear regarding honesty of the management.

t) There is no improvement in transport and communication facilities due to the establishment of this factory. Even without this factory the transport and communication development as it is today would have been there.

u) Members generally feel that commencement of this factory was with a view to have a centre of development for the Tahasil, to remove inconveniences causing <sup>from</sup> neighbouring sugar factory in Karnatak State and ~~also~~ from a particular community. This Factory was established out of a great opposition from certain corners of politics and community. It was in fact, a dream of many common people, though this dream has come in reality, after survey of 10 years the expectations of people even to minimum level has not been satisfied. People do not feel the Factory as their own unit. This is mainly because of separation of management and members and the general public. The present management have kept certain people outside the ownership/ membership of the factory with avod purpose, to keep the power in their hands. But in spite of this there is change over of power just recently, people are looking forward to change in management approach with the members and the public from the new management.

4.5) CONCLUSION:

To sum up, it may be said that only because of wrong approach of the management towards members and public, the Factory has become only an industrial unit and not a unit which may change over the economic, social and cultural life of the people in its area of operation. Co-operative sugar factory is not only a media of industrial development but also a media of social and cultural changes. If this is recognised, the purpose of this study may be said to have been fulfilled.