

C H A P T E R - VEVALUATION OF IMPACT OF CO-OPERATIVE TRAINING ON
MANAGEMENT OF CO-OPERATIVES IN KOLHAPUR DISTRICT

Measuring impact of co-operative training and education on management of co-operatives in Kolhapur District is not an easy task for the researcher. It was not easy for the following reasons.

1. There are no set parameters for such a measurement.
2. Evaluation has to be more of a qualitative nature.
3. Data were available only for a period after June, 1980.

The researcher has, however, tried to evaluate the impact of co-operative training and education on management of co-operatives in Kolhapur District with the help of the analysis of data gathered through 100 questionnaires collected from the trained personnel of the co-operatives.

TRAINEES :

The sample of 245 trained employees consists of the employees working with the co-operatives in Kolhapur District. Employees of the co-operative department and the unemployed persons who received training, were not considered for the purpose of study. This has facilitated

the work of evaluating the impact of training on management of co-operatives.

These trainees were from the following six talukas.

1. Karveer
2. Kagal
3. Shirol
4. Panhala
5. Ajara
6. Radhanagari.

Thus they are from developed as well as from under-developed areas of the district 100 (about 41%) of the 245 trainees selected as sample gave questionnaires filled in time.

The educational qualification of these trainees was found to be very much below the requirement for the position they normally hold, 70% of them had their education upto S. S. C. level only.

64% of the trainees had experience of working with co-operatives for a period upto 5 years. 89% of them were working with the co-operatives for a period upto 5 years after completion of their training. 97 respondents had come for training at their will while the remaining 3 were sent for training compulsorily.

76 respondents were sent for training on leave with pay while the remaining 24 were sent on leave without pay.

27 trainee respondents got promotion, upto the end of 1986, after they completed their training. Thus most of them (73 in number) did not get any promotion after completing the training.

TRAINING PROGRAMME :

The junior basic course (henceforth the training programme) was conducted for a continuous period of 24 weeks, at the end of which the trainees were required to give an examination. Results of the examination were always good (not below 77%), 4 weeks, out of the total of 24, are meant for practical training by visits to different co-operative organisations.

The course contained the following seven papers.

1. Principles and History of co-operation and Planned progress.
2. Co-operative Credit and Banking.
3. Non-Credit Co-operative Institutions.
4. Co-operative Law, practice and Related Acts.
5. Accounting for Co-operatives.
6. Co-operative Audit.
7. Management and Administration of Co-operatives.

90% of the trainees in a batch were either the employees of the co-operatives or the co-operative department and the remaining 10% trainees are non-employees. The employed trainees sponsored by their respective organisations are eligible for stipend, free accommodation etc.

REASONS FOR TRAINING :

To a question as to why the respondents have undergone training, an answer was expected in the order of 9 given preferences. 50 out of the 100, respondents have given first preference to "acquisition of in-depth knowledge of co-operative transactions" as the reason for undergoing training. 18 respondents have given first preference to "broadening of knowledge". "Getting knowledge of legal aspects", "Organisational development" and "Improvement in efficiency" have been some of the other important reasons (importance on the basis of the respondents preference) for undergoing training. These reasons have received 2nd and 3rd preferences from most of the trainees. "Increase in pay" or "promotion" have not been found to be the reasons preferred highly by the trainee respondents.

Thus the researcher has found that most of the trainee respondents were aware of their training needs in the field of acquisition of in-depth knowledge of co-operative transactions, broadening the **knowledge**,

getting knowledge of legal aspects, organisational development and improvement of efficiency.

NEW THINGS LEARNT DURING TRAINING :

80 trainee respondents have replied that they have got legal knowledge of running the co-operatives.

78 respondents have replied that they learnt accounting including preparation of final accounts during their training at the centre.

61 respondents each were in favour of 'maintenance of records' and 'relation with members'.

56 respondents have replied that, during training, they have learnt about banking transactions.

54 respondents have replied that they have got knowledge of conducting the meetings.

AREAS REQUIRING MORE STRESS :

Some of the respondents have given the following areas in which, according to them, further knowledge, information was felt necessary.

1. Book-keeping and Accountancy.
2. Banking transactions.
3. Legal knowledge and recent changes therein.

4. Co-operative movement in other states and in foreign countries.
5. Relation with the members.
6. Audit and Detection of errors and frauds.
7. Miscellaneous like report-writing, marketing system etc.

BENEFITS FROM TRAINING :

76 respondents have replied that they have benefited from training while 23 of them have replied that they benefited to "some extent". One response was negative.

90 respondents have replied that they have become more accurate in their work after training.

88 respondents have a definite feeling that there is improvement in their skill.

90 respondents have replied that training has made improvement in their efficiency.

83 respondents have expressed the feeling that training has helped them in having better relations with customers.

84 trainee respondents have replied that they have been benefited in the field of their relations with directors and other higher authorities.



94 respondents have replied that they have got additional knowledge during training.

IDEAS FOR THE BENEFIT OF MEMBERS AND INSTITUTIONS

67 of the 100 respondents have replied that the training at the centre has given them new ideas for the benefit of members and the co-operative institutions. These new ideas have been in various diversified fields like relations with members, new branches to be opened, credit policy, banking transactions, marketing system, mobilisation of deposits and allocation of funds, management, crop insurance, member education etc.

48 respondents, out of the 67 respondents mentioned above, have suggested these new ideas to the higher authorities. 32 of the 48 respondents mentioned above have replied that their suggestions were accepted and put to practice. 28 of the 32 respondents mentioned above have a feeling that their suggestions have helped the co-operatives develop.

BENEFIT TO COLLEAGUES :

64 out of the 100 trainee respondents have extended the benefit of training to their colleagues in the field like banking transactions, legal aspects, maintenance of

accounts, conduct of meetings, preparation of annual reports.

DIFFERENCE BETWEEN THEORY AND PRACTICE :

38 respondents have opined that there was a difference between what was taught during, training period and the actual practice. 34 respondents have expressed the feeling that this difference was " to some extent ", while 23 respondents have expressed the feeling that found no difference between theory and practice and 5 respondents have not given reply to this question.

The major areas in which this, difference was prominent was accounting system (54 respondents), General remarks like 'working difference from what is taught during training'. (23 respondents) and 'bookish knowledge' (12 respondents) were given by some of the respondents.

SUGGESTIONS FOR CHANGES :

Major suggestions given by the trainee respondents were as follows :

1. stress should be given on practical training (40 respondents gave first preference).

2. knowledge of new techniques should be given (14 respondents gave first preference, 19 gave second preference and 25 gave third preference).
3. Frequency of training should be more (19 respondents gave first preference, 20 respondent second preference and 18 third preference).
4. More visits to different co-operative institutions should be arranged (16, 25 and 18 respondents gave first, second and third preference respectively).

TRAINING AND MANAGEMENT OF CO-OPERATIVES :

Management of co-operative undertakings at primary level gets help from the Secretary of such co-operatives, if he maintains proper books of account and other records. Contents of the Junior Basic Course are adequate to give the trainees necessary knowledge and training about the same. The centre takes feedback from the trainees at the end of each and every batch.

Responses to the questions, trainee on benefits from training, reasons indicate that most of the trainee respondents were aware of the benefits that accrue from training.