

Management of Cooperative Sugar by Gandhian PhilosophyA. M. Gurav¹**Abstract**

Management of Cooperative Sugar factories is at a cross road position at present. This paper is based on management aspect in relevance with Mahatma Gandhi's philosophy, thoughts and principals like truth, love, values, ethics, non violence, planning, self and others' development etc. The Gandhian philosophy has narrated in the autobiography of Mahatma Gandhi as "The Story of My Experiments with Truth". Considering the present scenario in Cooperative Sugar, the researcher had a thought to write blended paper on "Management of Cooperative Sugar by Gandhian Philosophy". This paper has analyzed and interpreted researcher's personal views in connection with Gandhian philosophy which is very much essential in cooperative sugar factory management. The concept of management is getting things done through others where Gandhian thoughts and philosophy like satya (truth), ahimsa (non-violence) and satyagraha i.e. holding on to truth etc. are the influencing parameters for cooperative sugar factory management. It indicated the Mahatma Gandhi's life lesson as the Karma Yogi which is applicable to present cooperative sugar management. Thus, it is stated that Mahatma Gandhi is one of greatest Guru of Management Gurus of the 20th Century. Sugar industry is one of the largest agro based industries in the country with energy potential as well as problems. Sugar being a consumable item, every person is interested in its availability in sufficient quantity at a reasonable price. At present a few co-operative sugar factories are working very well and they have shown excellent performance but majority of the co-operative sugar factories are not working properly and economically where use of Gandhian philosophy is required. Considering this background the researcher has contributed this paper on Cooperative Sugar and Gandhian Philosophy. So, ethical professional management, cost reduction, proper planning, qualitative political interference, quick decisions, effective inventory management, forward market for sugar, total quality management, byproduct development, ethelon production for Atmanirbhar Bharat etc. should be used in sugar factory management based on Gandhian Philosophy. Swavalamban, self sufficiency, khadi cloth, visionary, leadership, yug-purush, social organization, economical and financial

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management, concept of Ramrajaya and adarsha gramrachana, not to exploit etc. are the philosophy, values and thoughts of Mahamata Gandhi, which are essential in cooperative sugar factories to establish as the "Temple of Sweet Cooperation and Ethics".

Keywords: *Cooperative Sugar, Non violence, Planning, Ethical Management, Cost Reduction.*

1. Introduction:

Mohandas Karamchand Gandhi was born on October 2nd, 1869 in Porbandar, a small sea side town in Gujarat, India. He was a great visionary, social worker, thinker, experimenter, friend, philosopher, guide, management guru, ethical practice and leader. M. K. Gandhi, the youngest amongst the four children and he gave his own confession that I am shy and fearful child. He did introspection, right and wrong, values and ethics, leadership and management thinking, which is the beginning of "Mahatma". He was an "experiment-guru", who did experiments on himself. In short, journey was started from "Mohandas" and reached to "Mahatma" of the nation, which was the beginning of the Leadership and Gandhian Management Philosophy. Martin Luther King was very much inspired by Mahatma Gandhi, King said, "...If humanity is to progress, Gandhi is inescapable. He lived with values, ethics, social justice, universal thoughts and inspired by the vision of humanity evolving toward a world of peace and harmony....."

Sugar industry is one of the largest agro based processing industries in the country and Maharashtra too. Sugar by its value addition character, it has made itself a very powerful tool of economic development in the ruler areas in the Maharashtra state. This industry has played the significant role in the social and economical development of India and Maharashtra too. Industry being located in the rural areas; it is closely associated with the economic wellbeing and welfare of the rural population. Sugar being consumable item, every person is interested in its availability in sufficient quantity at a reasonable price. Any increase in the sugar price adversely affects on the budget of the common man beside this; it is the only cheaper item of food giving more energy in terms of calories. Therefore Government has included sugar in the list of essential commodity and imposed various restrictions. In these circumstances, running cooperative sugar factory is a challenging job. To satisfy all stakeholders of cooperative sugar factory, it demands Gandhan Philosophy. Sarvodaya is the philosophy of Mahatma Gandhi and sarvodaya

= universal upliftment = progress of all and this is the basic philosophy of cooperative movement and sugar cooperative too. Considering this background, the researcher has contributed on this theme.

2. Objectives:

The objectives of the study are :

- a. To study the Gandhian Philosophy and understand how his principles can be applied in the management of cooperative sugar factories,
- b. To observe if Gandhian philosophy is embedded in the management of cooperative sugar factories.

3. Research Methodology:

This research paper is a conceptual based paper which is based on self experience, reading, listening, references of M. K. Gandhi related books, interview of eminent persons and observation. It is observation and experience based contribution and therefore no huge primary and secondary data was collected. This paper has its own limitations and differences of opinions may occur with other researchers and thinkers. This paper is based on personal opinion and therefore any generalizations in the thoughts of the researcher are not advisable. This paper is based on Commerce and Management perspectives which may or may not be applicable to other subjects and faculties along with due respect to Mahatma Gandhi. Primary data is collected regarding cooperative sugar factories in the sample area by conducting interviews and discussion with the authorities of sample sugar factories. Primary data is also obtained from other methods like observations, local newspapers publications and fieldwork. The paper focuses on issues in cooperative sugar factories and applicability of Gandhian philosophy. This paper is based on present facts in cooperative sugar factories (except certain exceptions) in Maharashtra and not for criticism. The statements made in this paper are not applicable to all cooperative sugar factories.

4. Gandhian Management for Cooperative Sugar:

a. Planning (Dincharaya):

The researcher has studied that, there is lacuna in systematic and scientific planning in co-operative sugar factories. Cooperative sugar factories prepares plans but unable to execute its true spirit.

There is always shed interpersonal relations from farmers to customers which is essential in cooperative sugar factories. Cooperative sugar factories should satisfy all stakeholders but it is not up-to the mark at present. The local resources and local manpower have been utilized in these co-operative sugar factories. Due to this practice, it was found that there is less professional approach in all functional areas of the cooperative sugar factories. In co-operative sugar factory, strategic management and professional management have not been used efficiently. Majority of the co-operative sugar factories are using traditional approaches at present where lack of corporate culture leads to losses, cost overrun and short margin.

Gandhi's Philosophy is not to speak lie, love all living beings and follow non-violence. In cooperative sugar factory management, TLNV is required. Presently, most of the corporate houses believe in truth, which is required for business operations. Tata group have been following truth and ethics in their business operation. The Birla group of companies promote their product through culture, Johnson and Johnson promotes their product with love e.g. baby powder. Considering the views of Mahatma Gandhi, it can be concluded that, he was the greatest corporate manager and human resource developer by way of TLNV. Considering the 21st century scenario, Mahatma Gandhi's philosophy of TLNV will help to survive and sustainable development. So, Mahatma Gandhi was the great manager who believes on SWOC analysis and SMART goal for his daily routine. This approach is essential in cooperative sugar factories in Maharashtra. The Gandhian philosophy indicates that there should be good interpersonal relations in the society, trade, commerce and industry. Interpersonal relations are very vital in management and sustainable development too.

c. Organization and Motivation (Dandi March, Satyagrah, Experiments and Non Violence):

The co-operative sugar factories are unable to manage sugar production effectively, where organization, motivation, march (rally), experiments and non violence with spirituality is required. Now a day, majority of the co-operative sugar factories are running only 90-100 days per year, especially in the forthcoming season 2023-2024. Similarly co-operative sugar factories have been producing Large (L), Medium (M) and Small (S) grade sugar. They are not producing export quality refined sugar, invert sugar, cubes, different shape sugar, gift packs, dip-dip sugar, 5 grams to 5 kgs packs, wax, molasses based fertilizer, ethanol etc. It is observed that there is lack of effective coordination and organization among various resources and

stakeholders. It is also observed that there is lack of good productivity. Considering the various limitations and shorts falls, this affects the productivity of co-operative sugar factories. In comparison with private sugar factories in India, the overall productivity of Indian co-operative sugar factories is less. In proportion to input of sugar cane, output of sugar and other by products is less. The existing sugar factories are talking about the recovery percentage and they are satisfied with 11%-12% recovery, but they have not focused on losses in bagasses, pressmud, molasses etc.

The Gandhian philosophy is to organize effectively with satyagrah, march, motivation and non violence. "Non-Violence" is an active concept, it includes courage, love, ethics, causal effect, diversification for masses, self sufficiency, cooperation, working with limited resources and not hate. Mahatma Gandhi was great for motivation, self sufficiency and satyagrah etc, which is required at present in cooperative sugar factories. Mahatma Gandhi always emphasized on self awareness and discipline, he said self discipline is the training for your mind to control. The self discipline is a skill which is essential for lifetime. Mahatma Gandhi believes that a leader must communicate clearly and passionately, and practise non-violence, truth, humbleness etc. This will help to achieve good results. Mahatma Gandhi had chosen a path of non-violence for himself and his followers. He gave us a lesson to fight without weapons. Open mind is essential for getting success is/was/will be the philosophy of Mahatma Gandhi. It is required is cooperative sugar factories.

d. Directing, Control and Ethics (Self and Other's Development, Non Cooperation):

Political interference is the major problem of co-operative sugar factories. A few co-operative experts have narrated informally that the co-operative sugars are the extension counters of the Government Department and political addajis (centers). Apart from the exaggeration, if this is the case, then it is very difficult to run any co-operative sugar factory on professional basis. The co-operative sugar factories have to take permission from the Government for purchasing of material, machinery purchase, sale of sugar, loan policy, expansion, diversification, etc. It was observed that everywhere Government permission is required for co-operative sugar factories and it leads to excessive interference in the management of co-operative sugar factories. For example, on several occasions the sugar cane cultivators agitate against sugar cane price. While this may be necessary, the issue should not be politicized. This agitation also causes delay in the crushing of sugarcane. Were these agitations for betterment of the farmers or politically motivated?...

Mahatma Gandhi is the most influential world leader in 20th century. He focused on himself and did number of experiment on himself. He always told his followers to follow the self control and ethical behavior to implement the thoughts. Be quick and be transparent is the philosophy which was adopted by Mahatma Gandhi. He was looking towards each person as a human being. Mahatma Gandhi was always thinking for sustainable change and development. He like to interact with intellectuals, maintain independence and help to masses which is essential in cooperative sugar factories at present. Confessing mistakes is necessary in cooperative sugar factories, which is the philosophy followed by Mahatma Gandhi in his life.

e. Government Interference and Restrictions (Self Control):

At present there are excessive Government restrictions on cooperative sugar factories. The State and Central Government have put number of restrictions and procedural formalities on co-operative sugar factories. Licensing, zoning, sale of sugar by tender method, restrictions on by-products sale, pricing of the finished products, lack of clear marketing strategy by Government, restriction on export, unplanned import etc. are the practices followed by the Government. These regulations adversely affect the management of the co-operative sugar factory as well as their survival. Total self dependence is the philosophy followed by Gandhi, which is required in cooperative sugar factories. Ekala chalo-re (alone march) is the philosophy of Mahatma Gandhi, which is essential in cooperative sugar factories for survival.

Non cooperation was one of the management tactics which was used by Mahatma Gandhi in the independence movement. He believed on satya (truth), ahisa (non violence) for getting the independence. When followers violated non violence principle, that time he withdrew number of movements with the opinion that, “we are not ready for self-rules”. It indicates that when to start non-cooperation movement and when to take back or stop that movement, was very vital. In short Mahatma Gandhi was very particular about achieving independence as a desired goal. Mahatma Gandhi's thought was similar to Douglas McGregor's human motivation theory 'Y'. He believes people are basically good, responsible and ready to work for the betterment of self and society at large. So, a good behavior of a person is the outcome of theory 'Y'. The role of organizational behavior, quality management, human relations, democratic setup, working condition, group formation, productivity etc., management thought and philosophies which were noted by Pettar Drucker, Deming, Mintzberg, Elton Mayo, Mary parker Follet etc. were similar to the thoughts of Mahatma Gandhi. So, it is stated

that Mahatma Gandhi was a 'Guru of Management Gurus'. It indicates that Gandhiji's thought was so global with natural justice, that's why Mahatma Gandhi believed in theory 'Y' as a base for getting things done through others. In short, at present in cooperative sugar factories, minimization of Government interference is required and cooperative sugar factory management should follow the Gandhian philosophy for self control and follow theory 'Y'.

f. PODSCCCM (Planning, Organizing, Directing, Staffing, Control, Co-ordination, Co-operation, Motivation (Self Management)):

It was observed and studied that in co-operative sugar factory, the cost of sugar production is relatively higher and cost overrun is observed. The need to reduce costs did not seem to be a matter of concern in some co-operative sugar factories. More wastages, abuse of resources, short margin, excessive operative expenses, political pricing of sugar cane, traditional marketing method, sugar bags in 50 kgs and 100 kgs only, absence of modern marketing strategies, etc. was observed which was adversely affecting the overall performance of the cooperative sugar factories. It was also noted that the co-operative sugar factories are established by ordinary and financial weak farmers (sugar cane cultivators). The government also provides financial support. The co-operative sugar factories are investing capital in the ratio of 1:9 which indicates that 90% funds are invested from outside financial agencies including Government. It reveals that the co-operative sugar factories are more dependent on other financial agencies and there is more financial dependency in the co-operative sugar factories. It is observed that the co-operative sugar factories are not using marketing techniques for trading of sugar. The factories are only using the tender method for selling sugar as per Government release order. The co-operative sugar factories are not managed professionally, due to this there is excessive cost. The co-operative management is not taking due care in all functional work centers for cost reduction, cost control and cost management. The cost on purchasing, transport, harvesting, process, manpower utilization, administration, interest on loan etc. should be controlled.

PODSCCCM is stand for P = Planning, O = Organizing, D = Directing, S = Staffing, C = Control, C = Co-ordination, C = Co-operation, M = Motivation. Success = Self Management + Self Control. Gandhi believes on self management and self control which is an appropriate and important human factor in management. For effective production and performance one has to keep a system in order. To build ethical and moral values, self management and control is very much required. Mahatma Gandhi followed the concept of

Job Analysis, Job Design, Job Specification, Self Introspection, Self-Actualization, Self Confession, Self Control and Self-respect, and this philosophy and thoughts were revealed in the film on “Gandhi”. The same is required for cooperative sugar factory management with focus on Self management. Effective and polite communication to all people is in the Gandhian management. Natural justice is the base of management which was followed by Mahatma Gandhi. Mahatma Gandhi was an effective strategic manager, he says 'What I Say Is What I Do', (WISIWID). Gandhi always believed on human resource planning, which is required in co-operative sugar factories. It can be concluded that for overcoming problems of weak co-operative sugar factories, one should adopt professional PODSCCCM based management with Gandhian philosophy.

5. Conclusion:

Concept of co-operative is good but its implementation needed to be revised in the present scenario. At present a few co-operative sugars factories are working very well and they have shown their excellent performance but majority of the co-operative sugar factories are inefficient and economically weak. Successful co-operative sugar factories are also an ideal model for the co-operative sector and the need of the time is to become ideal and show the path to others to become ideal, especially for those who believe and follow Gandhian philosophy directly or indirectly. Cooperative organization means for the people, by the people and to the people, like democracy, which should be followed in real sense in cooperative sugar factories. The researcher has observed that the co-operative management is reluctant to adopt these principles. Gandhiji emphasized on time management, collective leadership, sense of humor, environment conservation (Gandhiji believed that nature can fulfill our needs but not greed), village model as a self dependant, resource management, emotional intelligence (prarathana), workforce diversity (every weak Gandhi distributes work to Ashramwashi), commitment (Gandhiji used to work eighteen hours in a day and entire week) etc. which must be used in cooperative sugar factories.

Mahatma Gandhi had multi dimensional personality (he had good leadership skill, convincing skill, training and development skill etc). Gandhian management is based on Gandhian philosophy which is required in cooperative sugar factory management. The cooperative sugar factories should use Gandhiji's principles i. e. self ruled society i. e. self ruled cooperative sugar factories. He was an effective manager and an extraordinary leader. The farmers, workers, employees, managers, shareholders, board of directors are empowered with more responsibility and

accountability for their actions for bringing collectivism in cooperative sugar factories. Gandhian values are basic management principles, which are very essential in cooperative sugar factories. Gandhiji was motivated and mobilized the masses of India across the states, regardless of their differences in language, location, occupation, religion, caste, gender, to come together and fight for the cause of freedom. Such movement is essential at present in cooperative sugar factories. Theory of trusteeship is a mantra of Gandhi. The present management of the cooperative sugar factories should work as a trustee of sugar factory, which will provide decentralization of power.

Gandhiji said that “my life is my message.” it means Gandhiji believed in truth, therefore, it is stated that the Gandhian thoughts have relevance with management thought as theory 'Y'. It is understood that management has its relevance with Gandhian thoughts like satya (truth), ahimsa (non-violence) and satyagraha (holding on truth). Thus, it is stated that Mahatma Gandhi is one of greatest 'Guru of Management Gurus' of the 20th century. For sustainable development of cooperative sugar factories, cooperative leaders must follow principles, values, ethics, rules, relationship, mentoring, life style, truth, culture, beliefs for betterment of all stakeholders. Barack Obama, the Ex-President of USA, commented, "In my life, I have always looked to Mahatma Gandhi as an inspiration, because he embodies the kind of transformational change that can be made when ordinary people come together to do extraordinary things", which is required in cooperative sugar factories for efficiency and effectiveness towards common people.

"Be the change that you want to see in the world"M. K. Gandhi

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