

## “MANAGEMENT PRACTICES OF PRIMARY HANDLOOM CORPORATIVE SOCIETIES IN ANDHRA PRADESH”

**Dr. R. EMMANIEL,**

*Professor And HOD, Department of Business Administration,*

*St. Ann's College of Engineering & Technology,*

*Nayunipalli, VETAPALEM (M), Chirala, PRAKASAM (Dt)-523 187, A.P.India*

### ABSTRACT

*Indian Handloom Industry is the oldest industry and highly labour intensive which plays a crucial role in the rural economy. Generally weaving is a family activity with each member contributing in varying degree to the process involved in producing cloth Handloom weaving is a hereditary occupation, and the weaving cannot be done by a single man, it requires collective work. The entire work from pre-weaving process to weaving of the cloth is shared by different members of the family, including women and children. The involvement of men, women and children varied from process to process, but the final act of weaving is carried out mostly by the men bulk. There is no formal training for the weavers. Andhra Pradesh has much economic importance and the fabrics are being exported to various countries but the Primary Handloom Cooperative Societies in Andhra Pradesh are facing acute management problems. A majority of them are struggling hard to survive. Competition of Mill or Power loom products, Unfavorable climatic conditions, lack of finance and other management problems also has enhanced the problems of cooperative societies. Hence an attempt is made by me to analyze the production Problems of Primary Handloom Cooperative Societies in Andhra Pradesh.*

**Keywords:** *Cooperative, Slack season, Weaving, Societies, Powerloom.*

### INTRODUCTION

Being a traditional industry, handloom production is bound by traditions and set of values. It continues to be home-based, family production with the involvement of almost all the family members. Role of women is very high, though their potential is not utilized to the maximum owing to the practices and traditions. Equally, markets have been harsh on the handloom production. With no regulation whatsoever, handloom producers do face losses from different dimensions-lack of efficient management, unfair competition, theft, debauchery, etc. These losses are typically passed to the handloom weavers, especially cutting down their wages or returns. Thus, everyone is happy with an unfair market system, except the handloom weaver.

Most handlooms weaving in Andhra Pradesh takes place in rural areas. It is primarily a household activity, with mainly men involved in weaving, and women and children involved in the preparatory work. More than 90% of weaving households own their own

looms. Andhra Pradesh therefore conforms to the conventional idea that weaving is primarily an artisan and home based activity this is different in some other states where a large percentage of weavers live in urban centers and or work as wages weavers. Most of the handloom weaving in Andhra Pradesh is cotton weaving but there is also silk, wool and polyester weaving the products vary from exclusive and expensive sarees to coarse materials. A relatively large percentage of Andhra Pradesh looms produce for the export market.

It is extremely diversified in nature, in terms of product and relations of production. From weaving coarse cloth for local needs to producing a range of medium and fine fabrics for a larger (usually urban) market, the varieties of cloth produced on handlooms are indeed vast. Each region is known for a specific product that is unique in design and style. These modes and relations of production are again very diverse. These are independent weavers, weavers organized into co-operatives and those working under master weavers. While a few areas may be characterized by pen clear-cut mode of production, a combination of types and a multiplicity of relations of production are usually found elsewhere. It is capable of great flexibility in processes, products and geographical shifts. Alterations in the management process, production process and innovations in product are fairly easily achieved. Unlike land resources that root an individual to a given place, a weaver is limited only by his skills and, being mobile, could shift from one production base to another. Handloom weaving today continues to be dispersed and decentralized in nature.

## **OBJECTIVE**

The main objective of this paper is to analyze and evaluate the management Practices of Primary Handloom Cooperative Societies, in Andhra Pradesh and to analyze their problems and prospects of these societies with reference to the opinions of handloom weavers.

## **NEED FOR THE STUDY**

Present handloom cooperative societies in Andhra Pradesh are facing multiple problems in various dimensions of cooperative society administration. Lack of efficient management. Poor decision making, unfavorable climate conditions in society operations and their poverty and under employment also has enhanced the problems of weavers. So far as the researcher's knowledge is concerned no organized study has been made in three districts of Andhra Pradesh where handloom weaving is popular. In addition the researcher hails from Prakasam district itself and therefore is familiar with men and matters pertaining to the industry. Owing to several constraints, the study area is confined to Guntur, Prakasam and Nellore districts only.

## **DATABASE**

The following methodology is adopted to achieve the above objective. Both primary and secondary data sources of information are used to carry out the present study. The Primary data are collected by interacting with the member Weavers of various Primary Handloom Cooperative Societies. Proper care was taken to explain the various problems of

the cooperative societies all the aspects in the schedule to elicit truthful and unexaggerated feedback from them. A questionnaire was prepared and administered to the handloom weavers and the Directors to ascertain their perceptions. The schedules were pre tested before conducting the field survey.

The secondary data were collected from 2002-03 to 2009-10. The relevant data are collected from the offices of the the Director of Handlooms and Textiles Hyderabad, Assistant Director of Handlooms and Textiles Guntur, Ongole and Nelloore. Supporting data are collected from published and unpublished sources like Reports, Books, Journals, Periodicals and Minutes of the meetings. The papers and other relevant publications are referred in various libraries like Acharya Nagarjuna University Guntur, Sri Venkateswara University, Tirupathi, Andhra University Visakapatnam, Indian Institute of Handloom Technology, Venkatagiri, and CHIP (NGO) Chirala, were also utilized.

## STUDY REGIONS

The area where the research was carried included the three districts of Andhra Pradesh.

- Guntur,
- Prakasam
- and Nellore

## TOOLS ANALYSIS

A well designed questionnaire with Likert's four-point scale is distributed among the respondents. Suitable and appropriate Statistical tools and Mathematical devices like Averages, Percentages, and the analysis of variance, "t" test, Chi-Square Test, Anova were employed while tabulating and analyzing the data.

## LIMITATIONS OF THE STUDY

The present study is based on primary data and secondary data. Hence, the truthfulness of the study to a considerable extent depends upon the exactness of the data published by various agencies and organizations. All the same, the opinions of board of directors and member weavers of various cooperative societies will change over a period of time. Further, the study period was restricted only from 2002-03 to 2009-10. In spite of the above limitations, all efforts will be made to make the study comprehensive and analytical.

Table 1.1 shows the distribution of membership in sample primary weavers cooperative societies in three districts of Andhra Pradesh. The membership has varied from 100 to 1319 in the area of study. Table 1.1 reveals that only six cooperative societies at Guntur district representing about 8.33 percent of the total have membership of above 800. 33 cooperative societies representing about 46 percent of which 15 societies each at Prakasam and Nellore districts and three societies at Guntur district have the membership between 101- 200 only.

18 cooperative societies account for 25 percent with nine cooperative societies at Guntur district six societies at Nellore district and three at Prakasam district have membership between 501-800. However, only 12 cooperative societies which represent about 16.66 have the membership between 201-500. Whereas the 3 cooperative societies which are located at Prakasam district have the membership of only below 100.

It can be inferred from the above analysis that majority of the cooperative societies at Guntur district of Andhra Pradesh have recorded the highest membership and also it is to noted that the cooperative societies which are placed at Prakasam and Nellore districts have recorded the lowest membership compared to other societies of Andhra Pradesh in the area of study.

**Table 1.1 Distribution of Membership in cooperative societies**

District	100	101-200	201-500	501-800	800 above	Total
Guntur	--	3	6	9	6	24
	--	(4.16)	(8.33)	(12.5)	(8.33)	(33.33)
Prakasam	3	15	3	3	--	24
	(4.16)	(20.83)	(4.16)	(4.16)	--	(33.33)
Nellore	--	15	3	6	--	24
	--	(20.83)	(4.16)	(8.33)	--	(33.33)
Total	3	33	12	18	6	72
	(4.16)	(45.83)	(16.66)	(25.00)	(8.33)	(100.00)

SOURCE: Primary Data through Questionnaire

Note: Figures in Parenthesis Indicate Percentage to the Total

The table 1.2 exhibits the employment pattern of various primary handloom cooperative societies of Prakasam district. The cooperative societies under the study have been providing the total employment to 6933 consisting 5573 males representing about 80 percent and 1360 females of which represent about 19 percent of the total. Table 1.2 reveals that the total employees in sample cooperative societies in three districts of Andhra Pradesh comprise 18 clerks, 18 peons and 6897 weavers. Among the total weavers, female constituted only 19 percent of the total. The share of the employment provided by the societies at Guntur district is as much as 59 percent, whereas in Nellore district 27 percent and it is recorded only 13 percent at Prakasam district. On an average each society has providing employment to 462 members in Andhra Pradesh.

**Table 1.2 Employment Pattern in Cooperative Societies**

District	Clerks		Peons		Weavers		Total		Grand
	Male	Female	Male	Female	Male	Female	Male	Female	
Guntur	6	2	6	1	3120	945	3132	948	4080

	(0.086)	(0.028)	(0.086)	(0.014)	(45.00)	(13.63)	(45.17)	(13.67)	(58.84)
Prakasam	4	1	4	1	720	211	728	213	941
	(0.057)	(0.014)	(0.057)	(0.014)	(10.38)	(3.04)	(10.50)	(3.07)	(13.57)
Nellore	5	--	5	1	1703	198	1713	199	912
	(0.07)	--	(0.072)	(0.014)	(24.56)	(2.85)	(24.70)	(2.87)	(27.57)
Total	15	3	15	3	5543	1354	5573	1360	6933
	(0.096)	(0.043)	(0.096)	(0.043)	(79.95)	(19.52)	(80.38)	(19.61)	(100.00)

SOURCE: Primary Data through Questionnaire

Note: Figures in Parenthesis Indicate Percentage to the Total

The particular details of monthly income of member weavers of various cooperative societies during the above said seasons in 3 Selected districts of Andhra Pradesh presented in the table 1.3 The average monthly income of member weavers of cooperative societies during the busy season is Rs. 3666, of which the monthly income of member weavers at Guntur district is Rs. 4000 and at Nellore is Rs. 3500 whereas the Prakasam district of which the monthly income of their member weavers is Rs. 3000. Coming to the normal season the average monthly income of member weavers in the area of study is Rs. 3000, of which the monthly income of member weavers at Guntur district is Rs. 3500 and it is recorded as Rs. 3000 and Rs. 2500 in the areas of Prakasam and Nellore districts respectively. Whereas the average income during the slack season is Rs. 2333 of which monthly income of member weavers of various cooperative societies at Guntur and Prakasam districts is Rs. 2500 but it is recorded only Rs. 2000 at Nellore district.

It can be observed from the above analysis that member weavers of various cooperative societies in Guntur district are getting the better income compared to other districts in the area of study and also it is clear that weavers are enjoying the better income during the busy season compared to the other seasons of normal and slack seasons.

**Table I.3 Monthly Income of Weavers during Various Seasons (Value in Rs.)**

District	Busy Season	Slack Season	Normal Season	Average
Guntur	4000	2500	3500	3333.3
Prakasam	3500	2500	3000	3000
Nellore	3500	2000	2500	2666.6
Average	3666.6	2333.3	3000	3000

SOURCE: Primary Data through Questionnaire

Note: Figures in Parenthesis Indicate Percentage to the Total

Like other organizations the handloom cooperative societies have also facing the problems in various dimensions of labour employment. As it can observe from the analysis that more than 54 percent of cooperative societies in three selected areas of Andhra Pradesh expressed that the wages of weavers constituted as the major problem followed by other problems like lack of efficient management and high rate of absenteeism of weavers which constituted 25 percent and 20 percent of the total respectively. It is cleared that almost all cooperative societies at present in three districts of Andhra Pradesh are facing the problems in various dimensions of society operations and no one society is free from the above said problems.

**Table 1.4 Labour Problems in Cooperative societies**

District	Lack of Skilled Labour	Absenteeism	Wage Problems	Lack of Management	Total
Guntur	--	3	12	9	24
	--	(4.16)	(16.66)	(12.50)	(33.33)
Prakasam	--	6	15	3	24
	--	(8.33)	(20.83)	(4.16)	(33.33)
Nellore	--	6	12	6	24
	--	(8.33)	(16.66)	(8.33)	(33.33)
Total	--	15	39	18	72
	--	(20.83)	(54.16)	(25.00)	(100.00)

SOURCE: Primary Data through Questionnaire

Note: Figures in Parenthesis Indicate Percentage to the Total

The details of training needs of cooperative weavers in three selected areas of Andhra Pradesh are given in the table 1.5. It can be revealed from the above table that out of the total 399 respondents surveyed, 170 respondents representing about 43 percent of which 71 respondents at Guntur district, 54 respondents at Nellore and remaining 45 respondents at Prakasam district expressed that they needed training in developing a new design of handloom fabrics, 123 respondents accounting for 31 percent of which 64 respondents at Guntur district, 34 respondents representing about 9 percent at Prakasam district and remaining 25 respondents at Nellore district expressed that they needed training in developing of new dyeing techniques. Whereas 58 respondents accounting for 15 percent of the total needed training in technical skills. Whereas remaining 12 percent of the respondents expressed that they looking to improve the skills in the area of marketing.

It can be understood from the analysis that almost all weavers needed training to improve their skills in various aspects, but majority of respondent in the area of study were expressed that they need training in the area of design development and dyeing techniques.

**Table 1.5 Type of Training Needed to the Members**

District	Technology Training	Marketing Skills	Dyeing Techniques	Design Development	Total
Guntur	30	34	64	71	199
	(7.51)	(8.52)	(16.04)	(17.79)	(49.87)
Prakasam	12	6	34	45	97
	(3.00)	(1.50)	(8.52)	(11.27)	(24.31)
Nellore	16	8	25	54	103
	(4.01)	(2.00)	(6.26)	(13.53)	(25.81)
Total	58	48	123	170	399
	(14.53)	(12.03)	(30.82)	(42.60)	(100.00)

SOURCE: Primary Data through Questionnaire

Note: Figures in Parenthesis Indicate Percentage to the Total

Table 1.6 reveals the frequency of board meetings conducted by the member weavers in three selected areas of Andhra Pradesh. Out of the total 72 cooperative societies surveyed, 51 cooperative societies representing about 71 percent of which 18 cooperative societies each at Prakasam and Nellore districts and 15 societies accounting for 20 percent at Guntur district conducts the board of meetings once in a monthly for discussing various issues related to the cooperative societies. Whereas remaining 21 cooperative societies accounting for 29 percent of which nine societies at Guntur district, six societies each at Prakasam and Nellore districts conducts the board of meetings once for every two months.

It can be cleared from the above analysis that majority of primary handloom cooperative societies which account for 71 percent in the three selected areas of Andhra Pradesh conduct the board meetings once per month. But only a few cooperative societies used to Conducts their board meetings bimonthly to discuss the various issues related to the cooperative society administration in the area of study.

**Table.1.6 Frequency of Board Meetings Conducted by cooperative societies**

District	7 days	15 days	30 days	60 days	Total
Guntur	--	--	15	9	24
	--	--	(20.83)	(12.5)	(33.33)
Prakasam	--	--	18	6	24
	--	--	(24.00)	(8.33)	(33.33)

Nellore	--	--	18	6	24
	--	--	(24.00)	(8.33)	(33.33)
Total	--	--	51	21	72
	--	--	(70.83)	(29.16)	(100.00)

SOURCE: Primary Data through Questionnaire

Note: Figures in Parenthesis Indicate Percentage to the Total

The Purpose of meetings is more important than the number of meetings held for the benefit of the organization. Number of meetings without any purpose is similar to that of a stone collection by a mad man, the meetings of such nature do not help in the development of the organization, but possibly it disturbs the activities of the organization. Hence the study is aimed to know the purpose of the weavers meetings held by the cooperative societies in Andhra Pradesh.

Table 1.7 represents the data relating to the above there are in all 450 weavers meetings held by the sample societies in 3 districts of Andhra Pradesh . Generally the meetings of the weavers are convened to discuss the important issues and problems of cooperative societies. To avoid confusion and to highlight the important aspects and main problems discussed in the meetings are taken into consideration leaving the secondary issues.

An insight into the table reveals that in all 150 meetings of which 60 meetings at Nellore district 54 meetings at Guntur and remaining 36 meetings at Prakasam were held to discuss about raising the credit loans, 93 meetings of which 42 meetings at Prakasam district 27 meetings at Nellore and 24 meetings at Guntur district were held to discuss about the problems of wage and 78 meetings followed by the 75 meetings of which were held by the cooperative societies to discuss the product related issues and employment problems respectively. Whereas remaining 54 meetings of which account for 12 percent of the total were held to discuss the problems related to other issues.

From the above analysis it can be inferred that almost all cooperative societies in the area of study are given maximum priority to discuss the important issues like cash credit loans followed by wage problems. And also it is clear that employees problems are given least priority in the discussion of weavers meetings held by cooperative societies at Guntur district when compare to other district in the area of study.

**Table 1.7 Purpose of Weavers Meetings Conducted by cooperative societies**

District	Wage	Cash Credit Loans	Product issues	Employ Problem	Other	Total

Guntur	24	54	36	12	24	150
	(5.33)	(12.00)	(8.00)	(2.66)	(5.33)	(33.33)
Prakasam	42	36	24	36	12	150
	(9.33)	(8.00)	(5.33)	(8.00)	(2.66)	(33.33)
Nellore	27	60	18	27	18	150
	(6.00)	(13.33)	(4.00)	(6.00)	(4.00)	(33.33)
Total	93	150	78	75	54	450
	(20.66)	(33.33)	(17.33)	(16.66)	(12.00)	(100.00)

SOURCE: Primary Data through Questionnaire

Note: Figures in Parenthesis Indicate Percentage to the Total

The Management styles of various cooperative societies in three districts of Andhra Pradesh are presented in the table 1.8. It is known from the above table that out of the total 72 cooperative societies surveyed 39 cooperative societies of which 18 cooperative societies at Nellore, 12 societies at Prakasam and remaining 8 societies at Guntur district are approaching to the democratic leadership style. 24 cooperative societies of which 9 societies each at Guntur and Prakasam districts and 6 societies at Nellore district are approaching to the participative leadership style. Whereas only 9 societies of the total are following the Autocratic leadership style. But it is note that not a single society is approaching the Free-rein leadership style in the society administration.

It is clear from the above analysis that more than 55 percent of the cooperative societies in Andhra Pradesh were following the Democratic leadership style followed by Participate leadership style of which constituted 33 percent of the total in the area of study.

**Table 1.8 Management Styles of Cooperative Societies in Prakasam District**

District	Autocratic	Democratic	Participative	Free	Total
Guntur	6	9	9	--	24
	(8.33)	(12.50)	(12.50)	--	(33.33)
Prakasam	3	12	9	--	24
	(4.16)	(16.66)	(12.50)	--	(33.33)
Nellore	--	18	6	--	24

	--	(25.00)	(8.33)	--	(33.33)
TOTAL	9	39	24	--	72
	(12.50)	(54.16)	(33.33)	--	(100.00)

SOURCE: Primary Data through Questionnaire

Note: Figures in Parenthesis Indicate Percentage to the Total

Table 1.9 exhibits the pattern of decision making in the primary handloom cooperative societies in the area of study. Out of the total 72 cooperative societies surveyed, 63 cooperative societies of which 24 societies at Nellore district, 21 cooperative societies at Prakasam and remaining 18 cooperative societies at Guntur district are following the decentralized approach while they are taking decisions, in other words all the members in the society are collectively participating in the decision making process. Whereas only 9 societies of which 6 societies at Guntur and 3 societies at Prakasam only following the centralized approach when they are taking decisions in the society administration.

It can be concluded from the above analysis that majority of cooperative societies which constituted about 87 percent of the total are following the decentralized approach while they are taking decisions in their administration process in the area of study.

**Table 1.9 Pattern of Decision-Making in cooperative societies**

District	Centralized	Decentralized	Total
Guntur	6	18	24
	(8.33)	(25.00)	(33.33)
Prakasam	3	21	24
	(4.16)	(29.16)	(33.33)
Nellore	--	24	24
	--	(33.33)	(33.33)
TOTAL	9	63	72
	(12.5)	(87.5)	(100.00)

SOURCE: Primary Data through Questionnaire

Note: Figures in Parenthesis Indicate Percentage to the Total

The details of performance appraisal taken by the various cooperative societies in the area of study is given in the table 1.10. Out of the total 72 cooperative societies, 45 cooperative societies representing about 62 percent of which 18 cooperative societies at

Prakasam district 15 societies at Nellore and 12 societies at Guntur district evaluated the performance of their member weavers on the basis of Ranking method. 15 societies of which 6 societies each at Guntur and Prakasam districts and remaining 3 societies at Nellore district followed the Grading method for evaluating the performance of the weavers. Whereas 12 cooperative societies of the total applied the Paired comparison method while evaluating the performance of the member weavers of their cooperative societies.

It is clear from the above analysis that majority of primary handloom cooperative societies which constituted about 62 percent of the total are following the Ranking method, but very few societies of which following other methods like Grading and Paired comparison while evaluating the performance of their member weavers in the area of study.

**Table 1.10 Basis for Evaluating the Performance of Member Weavers**

District	Ranking	Paired Comparison	Grading	Total
Guntur	12	6	6	24
	(16.66)	(8.33)	(8.33)	(33.33)
Prakasam	18	--	6	24
	(25.00)	--	(8.33)	(33.33)
Nellore	15	6	3	24
	(20.83)	(8.33)	(4.16)	(33.33)
TOTAL	45	12	15	72
	(62.50)	(16.66)	(20.83)	(100.00)

SOURCE: Primary Data through Questionnaire

Note: Figures in Parenthesis Indicate Percentage to the Total

Table 1.11 shows the type of motivational techniques implemented by the various cooperative societies in the area of study. Out of the total 72 cooperative societies surveyed, 45 cooperative societies accounting for 62 percent of which 18 cooperative societies at Prakasam district 15 societies at Guntur and remaining 12 cooperative societies at Nellore district motivated their member weavers through the Production linked incentives, 21 cooperative societies of which 12 societies at Nellore district, 6 societies at Guntur and 3 societies at Prakasam district motivated their member weavers on the basis of Co-Partnership. Whereas the remaining 6 cooperative societies of the total followed the Performance based motivational techniques while motivating their member weavers.

It can be revealed from the above analysis that more than 62 percent of the cooperative societies are implementing Production linked incentives followed by Co-

Partnership based motivational techniques while motivating the member weavers in three selected areas of Andhra Pradesh.

**Table 1.11 Type of Motivational Techniques Applied by Cooperative Societies**

District	Production Linked	Performance Based	Co Partnership	Total
Guntur	15	3	6	24
	(20.83)	(4.16)	(8.33)	(33.33)
Prakasam	18	3	3	24
	(25.00)	(4.16)	(4.16)	(33.33)
Nellore	12	--	12	24
	(16.66)	--	(16.66)	(33.33)
TOTAL	45	6	21	72
	(62.50)	(8.33)	(29.16)	(100.00)

SOURCE: Primary Data through Questionnaire

Note: Figures in Parenthesis Indicate Percentage to the Total

## FINDINGS

- The Cooperative societies at Guntur district had the major contribution in providing the employment to the weavers which representing about 59.00 percent compared to the other cooperative societies in the area of study and also It can be observed from the study that the female employees occupied only 19.00 percent of the share in total employees of cooperative societies in three districts of Andhra Pradesh.
- The average monthly income of handloom weavers in the area of study of Andhra Pradesh is approximately Rs. 3000 and also they enjoys the most surplus income during the busy season, better surplus during the normal season compared to the slack season during which they suffer the most deficit.
- Like other organizations the primary handloom cooperative societies also facing the problems in various dimensions of labour employment. The member weavers of cooperative societies expressed that lack of efficient management constitute the major problem and followed by other problems like wage and absenteeism problems in cooperative society administration, and also it can be observed that no society is free from above said problems in the area of study.

- Almost all respondents in the area of study have expressed that they need training in various areas of handloom process. But the majority of respondents representing about 47 percent of the total have expressed that they want upgrading their skills in the area of design development and followed by dyeing skills.
- A large majority of cooperative societies in the area of study have the membership between 101-200 followed by 501-800. It is also note that primary handloom cooperative societies which are located at Guntur district only recorded highest membership compare to other societies in the area of study.
- Almostall cooperative societies in three districts of Andhra Pradesh are conducting their board meetings regularly but there is a variance in the frequency of meetings conducted by the primary handloom cooperative societies of which once in a month and bimonthly for discussing various issues related to the society related aspects.
- Almost all cooperative societies conducts the board of meetings periodically to discuss the import issues like cash credit loans, product issues, wage problems and other issues related to the society administration. But one of the important issues like cash credit loans is taken up in every meeting conducted by the primary handloom cooperative societies in the area of study.
- Out of the total 72 cooperative societies surveyed, more than 55 percent of the primary handloom cooperative societies in Andhra Pradesh are approaching the Democratic leadership style followed by Participate leadership style in cooperative society administration.
- It can be concluded from the analysis that highest number of cooperative societies which constituted about 87 percent of the total were following the Decentralized approach while they taking decisions in the process of society administration.
- Majority of primary handloom cooperative societies of which constituted 62 percent of the total, following the Ranking method, but very few societies of which following other methods like Grading and Paired comparison, while evaluating the performance of their member weavers in the area of study.
- More than 62 percent of the cooperative societies in the area of study are implementing production linked incentives followed by co-partnership based motivational techniques while motivating their member weavers in three selected areas of Andhra Pradesh.

## CONCLUSION

Handloom Industry is decentralized and home-based, with labour inputs from the entire family located both in rural and urban centers. Like financial and fiscal policies which are decided every year by the Government of India, the textile policy is also being decided by the Government of India from time to time. Government should provide incentives in the form of subsidy for handloom sector especially handloom cooperative societies because of its environment-friendly nature. In a world where natural resource conservation is very important. India is uniquely positioned with such a huge method of cloth production. Supply of good quality raw materials. Constitute an important element in the cost of production. Equipment and raw materials used in the production should be ensured by suitable measures. The supply should be regular and at reasonable rates. The concept of raw materials bank is very useful in this respect. A suitable mechanism for stabilization of prices of essential raw materials as urgently required. Government has the duty and commitment to promote technologies which help in natural resource conservation. In textile sector, handloom production is the best for such support. Despite its contribution, handloom sector is not acknowledged in various reports related to GDP, exports, development and economic policies as distinct sector. Importance should be given to the development of appropriate technology and training programmes so that a higher income is ensured to weavers. Government has to develop procedures, data formats and instructions which would enable the appropriate recognition of handloom sector in the Indian economy.

## REFERENCES

- ≈ Dass, N.C., Development Handloom Industry (Organisation Production-Marketing), Deep & Deep Publications, New Delhi. 1986.
- ≈ Davar, R.S., Modern Marketing Management in Indian Context, Progressive Corporation Pvt. Ltd., Bombay-Madras, 1982.
- ≈ Davidson, J.H., Offensive Marketing, Cassel and Company Ltd., London, 1972.
- ≈ DilBagh S. Gill and Kuldeep Kumar, "An Empirical Study of Modeling And Forecasting Macroeconomic Time series Data", Indian Journal of Economics, 2000.
- ≈ Eighth Five Year Plan(1992-97): "Planning Commission, India, Volume 11", Express Textiles, June 17, 1999.
- ≈ Gandhi, J.C., Marketing: A Managerial Introduction, Tata McGraw Hill Publishing Company Ltd. New Delhi, 1985.
- ≈ George, Watt, Sir, Arts & Crafts of India, Cosmo Publications, New Delhi, 1904.
- ≈ Gill Sucha Singh(1994): "Ancillarisation in Indian Industrial Development: Some issues", in Chadha, G.K.(ed) Sectoral Issues in the Indian Economy, New Delhi, Har-Anand Publishers.
- ≈ Govil, K.L., Marketing in India.
- ≈ Government of India, Economic Survey 1994-95.
- ≈ Government of India, Ministry of Commerce and Industry, Report of the Working Group on Handloom Industry, 1959.

- ≈ Gupta, N.S. and Prabhaker, Socio-economic Development of J&K, 1986.
- ≈ Has, K.B., Professional Salesmanship, 1962.
- ≈ Jain L.C., “The Right Weave”, Economic Times 3-3-1995.
- ≈ Jasleen Dhaniya and Jyotinder Jain, Handwoven Fabrics of India.
- ≈ Jaya J Aitly., “There is nothing to beat the Handlooms, if it has the right excess”, Labour File, Vol.2, No.9, and September 1996.
- ≈ Kamat, G.S., Managing Cooperative Marketing, Himalya Publishing House, New Delhi, 1984.
- ≈ Kanakalatha Mukund Syam Sundari.B, “Doomed to Fail Handloom Weavers Cooperatives in Andhra Pradesh”, Economic and Political Weekly, December 26, 1998.
- ≈ Kotler, Philip, Principles of Marketing, Prentice Hall of India Private Ltd., New Delhi, 1989.
- ≈ Kumar, S.D, “The warp and woof, An enquiry into the handloom industry in west Bengal”, K.P. Begeehi and company, Kolkata-2000.
- ≈ Kumar, Suresh K.J and Ganesh C., “The Economic impact of handlooms co-operative on weavers”, Kurukshetra, Feb. 1998.
- ≈ Labour File, September 1996, Vol.2, No.9.
- ≈ Latiff, T.A.A., Marketing Management in Developing Countries, Hemkunt Press, New Delhi, 1971.
- ≈ Mamoria, C.B. and R.L. Joshi, Principles and Practice of Marketing in India, Kitab Mahal, Allahabad, 1982.
- ≈ Mahapatro, P.C, “Economics of cotton-its Development Experience”, Himalaya publishing House, New Delhi, 1986.
- ≈ Misra.S.K, Puri.V.k., “Indian Economy-Its Development Experience”, Himalaya Publishing House, Delhi, June 1999.
- ≈ Nagaraj.K., “Starvation deaths in Andhra Pradesh”, Frontline, December 6, 1991.
- ≈ Nagen, C. Das., “Development of Handloom Industry–Organisation, Production and Marketing”, Deep&Deep publications, New Delhi, 1990.
- ≈ Nirmala, Benerji, “The NAS Methods of Assessing the Unorganised Sector”, Margin Special Issue, Vol.30, Number1 (October-December 1994).
- ≈ Papul Jayaker, “Indian Textiles through the Centuries, Treasurers of Indian Textile”, Calico Museum, Marg Publication, Bombay, 1980.
- ≈ Pitchai. C, “A study on the sale of silk sarees through different channels by the Kancheepuram Murugan silk Weavers Cooperative production and sale society”, Indian Co-operative Review, October 1998.
- ≈ Raikishore Mehar, “The Handloom Industry and the Socio Economic conditions of Weavers in Orissa”, Journal of Rural Development, Vol.1.4(3), PP.301-322(1995).
- ≈ Rama Krishna Rao B., “Marketing Miseries of Indian Handlooms”, Kurukshetra, May 2001.
- ≈ Ranjit Singh and Davinder Kumar, “Handloom Industry in India: A case study of Chandrisaree Industry”, Indian Journal of Economics.