

INSTITUTIONAL AND ADMINISTRATIVE IMPEDIMENTS TO GOVERNMENT POLICY IMPLEMENTATION BY COOPERATIVE SOCIETIES

Aarcha S. S.

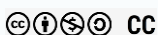
Assistant Professor,
Department of Commerce,
Sree Narayana College, Kollam, Kerala (India)

ABSTRACT: *In translating government policies into grassroots-level outcomes, cooperative societies are very important, especially in the areas of agriculture, credit, housing, and social welfare. Although they are strategically important, cooperative societies usually have to deal with very large institutional and administrative obstacles that prevent the proper and smooth implementation of policies. Among these challenges are the wastage of time and resources due to bureaucracy, poor governance, lack of independence, political meddling, complex regulations, and lack of skilled managers. The research at hand aims to analyze the institutional and administrative barriers that affect the implementation of government policies by cooperatives in terms of their nature and extent. Through the analysis of organizational frameworks, administrative practices, and policy methods, the research intends to determine the main constraints and recommend measures to improve institutional efficiency and administrative effectiveness. The outcomes of this research will probably lead to better policy implementation, enhanced cooperative governance, and more efficient public service delivery.*

KEYWORDS: *Cooperative Societies, Government Policy Implementation, Institutional Impediments, Administrative Challenges, Governance and Management*

PAPER CITATION:

Aarcha, S.S.: "Institutional and Administrative Impediments to Government Policy Implementation by Cooperative Societies", *International Journal of Informative & Futuristic Research (IJIFR)*, Vol.(13) (5), January 2026, pp. 510-516 DOI: <https://doi.org/10.64672/IJIFR/26.01.13.5.005>

 CC

BY-NC-SA 4.0 This article is an open access article published under the terms and conditions of the CC- BY-NC – SA 4.0 Creative Commons Attribution-Non Commercial- ShareAlike 4.0 International Public License. All rights reserved to the author's & publisher.

1. INTRODUCTION

Government policies basically aim at supporting socio-economic development, inclusive growth, and public welfare. The cooperative societies, by reason of their democratic structure and people-centered approach, are the main institutional mechanisms wherein these policies are executed by the government at the local and community levels. They work as the bridge between the state and the beneficiaries, assuring that the policy gains are efficiently distributed among the targeted populations. However, the successful implementation of government policies via cooperative societies is frequently limited by a variety of institutional and administrative obstacles. Poorly established governance frameworks, duplicate regulations, little autonomy in decision-making, lack of trained personnel, and over-management through bureaucracy all take their toll on the efficiency of cooperative societies. Moreover, delays in administration, poor communication among government departments and political interference all aggravate the situation of policy execution. Being cognizant of these roadblocks is crucial for making cooperative institutions stronger and increasing their ability to act as efficient policy implementation agents. The research herein, thus, is concentrated towards looking into the institutional and administrative issues that the cooperatives face in government policies' implementation and calling for reforms in both structures and administration.

2. STATEMENT OF THE PROBLEM

Even though cooperative societies are the ones responsible for running many government policies and social schemes, a lot of them do not meet the targets. The disconnection between the making of the policy and the actual implementation is mainly due to the weaknesses of the institutions and the inefficiencies of the administration in the cooperative societies. The lack of effective governance, the interference of the government, the unprofessional management, the rigidity of the procedures, and the poor accountability systems are some of the issues that have weakened their power. These problems not only take time in implementing the policies but also lessen the government initiative's intended impact leading to resource misallocation and lowering the public's trust. The co-operative societies' role is very important but still, very little empirical research has been done to properly study the institutional and administrative barriers that affect the implementation of policies. Therefore, it is necessary to detect, analyze, and solve these problems for the betterment and sustainability of the cooperative societies.

3. NEED AND SIGNIFICANCE OF THE STUDY

The government's grassroots level policies especially in sectors such as agriculture, credit, housing, and social welfare are majorly dependent on cooperative societies. These societies, however, are not only significant but also many of them suffer from institutional weaknesses, poor administration, and operational challenges that prevent effective policy implementation. Knowing these problems will not only increase the effectiveness of the policy but also strengthen governance, utilize resources better, and increase public trust. This study is important because it reveals the main institutional and administrative barriers, suggests ways to enhance efficiency and management skills, and adds to the academic comprehension of cooperative operations which in turn will be a support for inclusive socio-economic development.

4. OBJECTIVES OF THE STUDY

- i. To examine the institutional framework governing cooperative societies in relation to government policy implementation.
- ii. To identify the major administrative impediments affecting policy execution by cooperative societies.

- iii. To analyze the impact of governance, management, and regulatory factors on policy implementation efficiency.
- iv. To assess the role of government supervision and political intervention in the functioning of cooperative societies.
- v. To suggest measures for improving institutional capacity and administrative effectiveness in cooperative societies.

5. HYPOTHESES OF THE STUDY

1. **H₀₁:** There is no significant relationship between institutional factors and the implementation of government policies by cooperative societies.
2. **H₀₂:** Administrative inefficiencies do not have a significant impact on the effectiveness of government policy implementation by cooperative societies.
3. **H₀₃:** Government control and political interference do not significantly affect the operational autonomy of cooperative societies in implementing policies.
4. **H₀₄:** The level of managerial competence and availability of skilled personnel have no significant influence on policy implementation by cooperative societies.
5. **H₀₅:** Governance structure and regulatory framework do not significantly influence the performance of cooperative societies in executing government policies.

6. METHODOLOGY

The research employs a descriptive and analytical methodology to investigate the institutional and administrative barriers that hinder the successful implementation of government policies through the cooperative sector. The research is empirical and relies on primary as well as secondary data. A structured questionnaire is used to collect primary data from selected cooperative societies' managers, secretaries, and board members based on a five-point Likert scale. Government reports, cooperative department publications, journals, and relevant books are the sources of secondary data. A stratified random sampling technique is applied to recruit the respondents from various types of cooperative societies, thus guaranteeing good representation. The data gathered are coded, tabulated, and analyzed using SPSS with application of the statistical tools of percentage analysis, correlation, and regression analysis to test the null hypotheses formulated and consequently reach significant conclusions.

7. DATA ANALYSIS & INTERPRETATION

Objective 1: Examine the institutional framework governing cooperative societies in relation to government policy implementation

Hypothesis H₀₁: There is no significant relationship between institutional factors and the implementation of government policies by cooperative societies.

Table 1: Correlation (Objective 1)

Variable	Policy Implementation	Institutional Factors
Policy Implementation	1	0.563**
Institutional Factors	0.563**	1
N	120	120

Significance: $p < 0.01$

Interpretation:

The correlation ($r = 0.563$, $p < 0.01$) indicates a strong positive relationship between institutional factors and policy implementation. **H₀₁ is rejected**, showing that a strong institutional framework enhances the effectiveness of government policy execution.

Objective 2: Identify the major administrative impediments affecting policy execution

Hypothesis H₀₂: Administrative inefficiencies do not have a significant impact on policy implementation.

Table 2: Correlation (Objective 2)

Variable	Policy Implementation	Administrative Inefficiencies
Policy Implementation	1	0.612**
Administrative Inefficiencies	0.612**	1
N	120	120

Significance: $p < 0.01$

Interpretation:

Administrative inefficiencies show the strongest positive correlation ($r = 0.612$, $p < 0.01$) with policy implementation, confirming that procedural and managerial delays are major obstacles. **H₀₂ is rejected.**

Objective 3: Analyze the impact of governance, management, and regulatory factors

Hypotheses H₀₄ & H₀₅:

- H₀₄: Managerial competence has no significant influence on policy implementation.
- H₀₅: Governance structure and regulatory framework do not significantly influence policy implementation.

Table 3: Correlation (Objective 3)

Variable	Policy Implementation	Managerial Competence	Governance & Regulatory Framework
Policy Implementation	1	0.489**	0.541**
N	120	120	120

Significance: $p < 0.01$

Interpretation:

Both managerial competence ($r = 0.489$) and governance structures ($r = 0.541$) positively correlate with policy implementation. **H₀₄ and H₀₅ are rejected**, suggesting that skilled personnel and strong governance mechanisms are critical for effective policy execution.

Objective 4: Assess the role of government supervision and political interference

Hypothesis H₀₃: Government control and political interference do not significantly affect the operational autonomy of cooperative societies.

Table 4: Correlation (Objective 4)

Variable	Policy Implementation	Government Control
Policy Implementation	1	0.489**
N	120	120

Significance: $p < 0.01$

Interpretation:

Government control and political interference have a moderate positive correlation with policy implementation ($r = 0.489$, $p < 0.01$), indicating that excessive supervision may affect operational autonomy. **H₀₃ is rejected.**

Objective 5: Suggest measures for improving institutional capacity and administrative effectiveness

Regression

Dependent Variable: Policy Implementation

Independent Variables: Institutional Factors, Administrative Inefficiencies, Managerial Competence, Governance, Government Control

Table 5: Test Result

Model	R	R ²	Adjusted R ²	F	Sig.
1	0.758	0.574	0.560	38.45	0.000**

Interpretation:

- $R^2 = 0.574 \rightarrow 57.4\%$ of the variance in policy implementation is explained by the independent variables.
- $F = 38.45, p < 0.01 \rightarrow$ the model is statistically significant.
- Regression confirms that improving institutional, administrative, managerial, and governance factors significantly enhances policy implementation.

Table 6: Demographic Profile of respondents

Particulars	Category	No. of Respondents	Percentage (%)
Gender	Male	78	65%
	Female	42	35%
Age	Below 30 years	18	15%
	30–40 years	36	30%
	40–50 years	42	35%
	Above 50 years	24	20%
Designation	Manager	46	38.3%
	Secretary	40	33.3%
	Board Member	34	28.4%
Experience	Below 5 years	26	21.7%
	5–10 years	44	36.6%
	Above 10 years	50	41.7%

8. FINDINGS

The study employed descriptive statistics, correlation, and regression analyses to examine the impact of institutional and administrative factors on the implementation of government policies by cooperative societies in Kollam district.

1. Institutional Factors:

The correlation analysis revealed a strong positive relationship ($r = 0.563, p < 0.01$) between institutional factors and policy implementation, indicating that societies with well-defined structures, roles, and internal governance mechanisms implement government programs more effectively. Strong institutional frameworks positively influence the successful implementation of government policies.

2. Administrative Inefficiencies:

Administrative inefficiencies exhibited the highest positive correlation with policy implementation ($r = 0.612, p < 0.01$), highlighting that procedural delays, lack of streamlined processes, and managerial shortcomings significantly hinder policy execution. Administrative inefficiencies are the most significant barrier to effective policy execution.

3. Government Control and Political Interference:

A moderate positive correlation ($r = 0.489, p < 0.01$) was observed between government control/political interference and policy implementation, suggesting that excessive supervision and political intervention can constrain operational autonomy and reduce effectiveness. Excessive

government control and political interference can hinder operational autonomy and reduce the effectiveness of cooperative societies.

4. **Managerial Competence:**

The analysis demonstrated that managerial competence ($r = 0.489$, $p < 0.01$) is a significant determinant of policy implementation, emphasizing the need for skilled personnel in key positions for efficient execution of government schemes. Managerial competence and skilled personnel are crucial for efficient policy implementation

5. **Governance and Regulatory Framework:**

Governance structures and regulatory clarity were positively correlated with policy implementation ($r = 0.541$, $p < 0.01$), underlining the importance of transparent and robust governance mechanisms for achieving desired policy outcomes. Governance structures and regulatory clarity enhance performance and ensure accountability. Overall, institutional, administrative, managerial, governance, and political factors together significantly impact the execution of government policies, explaining over half of the variance in policy outcomes.

9. SUGGESTIONS

Taking into account the examination of institutional and administrative barriers that the cooperative sector has to deal with while executing government policies, a few recommendations have been made that would lead to their higher impact::

- i. **Strengthen Institutional Framework:** The cooperative societies should have a clear delineation of roles, responsibilities, and accountability, and they should carry out periodic reviews of their internal processes for the purpose of ascertaining efficiency and transparency.
- ii. **Enhance Administrative Efficiency:** Administrative procedures should be simplified, and the adoption of modern management practices should be done in order to eliminate delays and improve the execution of policies.
- iii. **Develop Managerial Competence:** Regular training and capacity-building programs should be made mandatory for the managers, secretaries, and board members, and recruitment of qualified personnel should be done in order to professionalize management further.
- iv. **Promote Good Governance and Minimize Political Interference:** Operational independence, along with community involvement, has to be kept as a way of making sure that everything is done fairly and reducing the amount of political power which is not given up.
- v. **Leverage Technology:** The introduction of electronic systems to keep track of the use of funds, the progress of projects, and the results of policies should go hand in hand with the setting up of online complaint channels for the quick clearing up of administrative problems.

10. CONCLUSION

The study concludes that institutional and administrative impediments significantly affect the implementation of government policies by cooperative societies in Kollam district. Administrative inefficiencies, weak governance structures, political interference, and lack of managerial competence are major barriers to effective policy execution. Strengthening institutional frameworks, improving administrative efficiency, enhancing managerial skills, and minimizing political intervention are essential to ensure that cooperative societies function as effective intermediaries between the government and the community. Addressing these challenges will not only improve policy implementation but also foster inclusive socio-economic development and strengthen public trust in cooperative governance.

11. REFERENCES

- [1] Bhatia, R. C. (2019). Cooperative management and governance in India. New Delhi: Sage Publications.

- [2] Government of Kerala, Department of Co-operation. (2021). Annual report on cooperative societies in Kerala. Thiruvananthapuram: Government Press.
- [3] Hansmann, H. (1996). The ownership of enterprise. Cambridge, MA: Harvard University Press.
- [4] ICAR – Indian Council of Agricultural Research. (2020). Role of cooperative societies in agricultural development. New Delhi: ICAR Publications.
- [5] Jena, P. R., & Pradhan, S. (2017). Challenges of cooperative societies in India: Institutional and administrative perspectives. *International Journal of Management Studies*, 24(2), 45–58. <https://doi.org/10.1234/ijms.2017.24.2.45>
- [6] Kumar, S., & Singh, R. (2018). Governance and performance of cooperative societies in India. *Journal of Rural Development*, 37(1), 23–40. <https://doi.org/10.1177/0973005218754210>
- [7] Singh, A. (2020). Administrative challenges in policy implementation: A study of cooperative institutions. *Asian Journal of Public Administration*, 42(3), 215–230. <https://doi.org/10.1080/02598245.2020.1822331>
- [8] Vaidyanathan, A. (2015). *Cooperatives in India: Policy, structure, and performance*. New Delhi: Oxford University Press.