

Aptitude of the Programme Coordinators of Krishi Vigyan Kendras of India

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ABSTRACT

The study was carried out selecting a random sample of 160 Programme Coordinators of five years old KVKs of all the eight zones of India. The study reveals that more than half of the programme coordinators of KVKs had high level of planning, communicating, leading, supervising and coordinating ability. Majority of them had medium to high level of organizing capacity, ability of directing their subordinates, and capacity to maintain human relations. Overall extension management ability of them (68%) is found at medium level. The personal variables of programme coordinators such as young age, higher education, well health and rural native place; organizational variables like conducive organizational climate, organizational facility and interpersonal communication; socio-psychological variables like extrovert personality, positive attitudes towards extension work and low level of job stress played significant role on their extension management ability. The positive attitude towards extension work, extrovert personality and favourable organizational climate together accounted 55.70 per cent variation in extension management ability of the programme coordinators of KVKs.

Key words: *Administrative aptitude; Programme coordinators; KVK;*

Farm Science Centre which is known as Krishi Vigyan Kendra (KVK) is leading transfer of technology project initiated and run by the Indian Council of Agricultural Research (ICAR). It is intended to create able human resource for agriculture development of the country. The KVK is designed to provide skill oriented vocational training to the farmers, farmwomen, rural youths and field functionaries. It is expected to have ideal leader with certain useful qualities and positivism to improve the operational quality of the KVK to get desired results (*Chitra et. al., (2005)*). In the existing pattern of KVK, Programme Coordinator (PC) is working as the head of the center.

A creative and visionary leader with demonstrated integrity, enthusiasm, motivation, flexibility and confidence to act as programme coordinators has great chance to show the real impact of the KVK (*Mangala Rai, 2006*). The programme coordinator can establish and guide new research directions, lead technical and social research and development proposals, new technologies and capabilities and interact with in key

clients. The programme coordinator as a key position holder should try to utilize opportunity to lead centre and offer at the forefront of the emerging technology (*Patel et. al., 2004*). Thus, the effectiveness of the KVKs mainly depends on how efficiently and successfully is managed by its leader or the head. Generally it is observed that the KVKs are headed by postgraduates with specialization in different subjects of agriculture. They need to have sufficient experience in managing the multidisciplinary faculties of KVKs. The heads of KVKs have to perform multifold roles of planning, organizing, directing, communicating, controlling, supervising, coordinating, leading, human relation maintaining and decision-making. These managerial qualities make them able to perform their role as per the mandate of the KVK.

The KVK needs be assessed by evaluating managerial ability of its leader to understand its utility and effectiveness. Such study helps to locate the strong and weak points of managers of KVKs in overall functioning. In this context, the present study was

conducted with general objectives of measuring the extension management ability of Programme Coordinators (PCs) as heads of KVKs

METHODOLOGY

The Krishi Vigyan Kendras of India are managed and functioned in India in the eight zones. The present study was carried out in all the eight zones of India. The study was carried out selecting the KVKs with full-fledged activities having at least five years of working experience. A random sample of 160 KVKs representing all the zones was selected for this study. Ex-Post-Facto Research Design was used for this study. The Extension management abilities of the Programme Coordinators were measured with the help of the scale developed by *Patel (2001)*. The data were collected through mail questionnaires and interview schedules either by contacting through post or personal contact, respectively. The statistical tools such as mean, standard deviation, correlation and regression were worked out. The mean, standard deviations were used to classify the variable in low, medium and high groups while coefficient of correlation was used to know relationship between independent and dependent variables followed by the regression model to predict the functional relationship.

RESULTS AND DISCUSSION

Extension management ability of the programme coordinators of KVKs: The extension management ability of Programme Coordinators was measured by selecting ten indicators, which were planning, organizing, directing, communicating, controlling, human relation, leading, supervising, coordinating and decision making. The results are presented in following Table 1.

Planning: The Planning is one of the important indicators of extension management ability of the programme coordinators of KVKs. It shows scheduling style implemented by them to determine the objectives, training needs, process of transferring technologies, utilization of funds, extension facilities and monitoring and evaluation work. The result presented in Table 1 indicates that more than half (51.25 %) of the programme coordinators of KVKs had high level of planning ability, followed by 33.75 and 15 per cent with medium and low level of planning ability, respectively.

Table 1. Distribution of the respondents according to various extension management ability (N = 160)

S.No.	Types of ext. management ability	No.	%
1	Ability of planning		
I	Low	24	15.00
II	Medium	54	33.75
III	High	82	51.25
2	Ability of organizing		
I	Low	24	15.00
II	Medium	68	42.50
III	High	68	42.50
3	Ability of directing		
I	Low	15	09.38
II	Medium	22	13.75
III	High	123	76.87
4	Ability of communicating		
I	Low	34	21.25
II	Medium	33	20.62
III	High	93	58.13
5	Ability of controlling		
I	low	45	28.12
II	Medium	38	23.76
III	High	77	48.12
6	Ability to maintain human relation		
I	Low	13	08.13
II	Medium	70	43.75
III	High	77	48.12
7	Ability of leading		
I	Low	29	18.12
II	Medium	32	20.00
III	High	99	61.88
8	Ability of supervising		
I	Low	13	8.12
II	Medium	33	20.62
III	High	114	71.26
9	Ability of coordinating		
I	Low	43	26.87
II	Medium	17	10.63
III	High	100	62.50
10	Ability of decision making		
I	Low	23	14.38
II	Medium	65	40.62
III	High	72	45.00
11	Overall extension management ability		
I	Low	21	13.13
II	Medium	109	68.12
III	High	30	18.75

It is concluded that (85%) of the programme coordinators found with medium to high level of planning ability. Proper guideline, systematic direction and continuous supervision by concerned officers and ICAR might have made them able with medium to high level of planning ability. The result is in the line of *Popat (1991)*.

Ability of organizing: Ability to organize different functions is one of the important indicators of extension management ability which is required by any head of organization to arrange various activity on a regular basis. To call regular meeting to provide work opportunity according to specializations and to invite suggestions from subordinates as well as to divide activities into groups and to delegate authority according to responsibility are important functions which require proper ability to organize. It can be clearly stated that majority (85%) of the programme coordinators of KVKs had medium to high level of organizing capacity in relation to extension management in their respective KVKs. The probable reason might be they have to carryout series of activities throughout the year; as a result of this, they might have understood the importance to systematize various activities for their effective implementations. The results are in conformity of *Patel (2001)*.

Ability of directing: The ability of directing was measured by knowing Programme Coordinators' frequency in directing their subordinates about different functions. This is an important activity any Programme Coordinator has to carry out for effective functioning. The results indicate that majority of the Programme Coordinators (76.87 %) took high level of interest to give clear instruction of work, to give due credit to a person, to appreciate good work done by their subordinates and to give continuous information.

Ability of communicating: It is well understood that effective extension management is possible through high ability among the head of the organization in communicating subordinates. It can be seen from the result that majority of the Programme Coordinators had high level of ability of communicating. The result indicates that majority of the Programme Coordinators had taken constant interest to give timely instructions, listen subordinates, select proper medium for instructions and receive feed back . The results are same in the study of *Patel et. al., (2004)*.

Ability of controlling: The ability of controlling is also an important sign, which requires any head of the organization dealing with human resource development for its effective management. This variable was measured by knowing degree of frequency of Programme Coordinators' command of linking their subordinates and their different functions. It was seen that majority (71.88%) of the Programme Coordinators of KVK had medium to high level of controlling power for effective functioning of extension activities in terms of monitoring the work, proper style of visits, determining standard and evaluating the work and measuring performance of staff.

Ability to maintain human relation: An ability to maintain human relation is very important for the Programme Coordinators of KVKs for effective extension management. This variable was measured by knowing degree of frequency of their touch with all the persons of the organization to carry out mandatory functions effectively. Accepting importance of this ability as one of the indicators of extension management, information was collected. It was obvious that majority of the Programme Coordinators of KVKs had medium to high level of interest to make personal contacts, deal fairly, pay attention in development of juniors, adopt participative approach, understand others' behaviors and to offer good co-operation. The results also support the findings of *Patel (2001)*.

Ability of leading: It can be perceived from the results that great majority (81.88 %) of the Programme Coordinators of KVKs had medium to high degree capacity to take lead in different functions such as promoting team work, taking initiative, applying technical competency and inspiring subordinates.

Ability of supervising: An aptitude of supervising is another considerable trait required in the head of any extension organizations for upholding effective extension management. This quality was measured by knowing degree of Programme Coordinators' administering behaviour with various functions of KVK successfully. It was observed that great majority (91.88%) of the Programme Coordinators of KVK had medium to high level of ability to regulate various functions by providing constant extensive counseling, focusing on quality work and giving valuable suggestions. Due to frequent

involvement in various kinds of activity by the Programme Coordinators, they might have established such ability in them.

Ability of coordinating: The ability of coordination is one additional substantial attribute, head of extension organization requires for keeping efficient extension management. This element was calculated by insightful degree of Programme Coordinators' behaviour to organize, synchronize, harmonize, match up and brings together various on-campus and off-campus functions of KVK fruitfully. Considering core of this talent as one of the indicators of extension management ability of programme coordinators, facts were collected and presented in Table 1. It was interesting to note that majority of the Programme Coordinators of KVKs had high level of ability to establish linkages, integrate the extension work, establish mutual trust and get co-operation from outsiders. To fulfill the mandate of KVK, head of organization has to deal with internal and external personnel of various agencies, thus, while working with them, they might have realized importance to establish such ability. This might be the reason for above finding. This finding was in line of the results reported by Popat (1991).

Ability of decision making: The ability of taking right decision at the right time is an added considerable characteristic; head of extension organization needs to have for keeping proficient extension management. This ingredient was studied by knowing degree of programme coordinators' behaviour to take different judgments to carry out various on-campus and off-campus activities of KVK at right time by proper ways. Taking into consideration role of this capacity as one of the indicators of extension management ability of programme coordinators, information was collected. It can be stated that great majority (85.62%) of the Programme Coordinators of KVKs had medium to high level capacity to take timely decision, find out facts for decision, adopt participative decision style, taking unbiased decision for implementation.

Overall extension management ability: The overall extension management ability of programme coordinators was measured by combining all the indicators including planning, organizing, directing, communicating, controlling, human relation, leading,

supervising, coordinating and decision making. It can be seen that majority (68.12%) of the heads of KVK were observed with the medium level of overall extension management ability, while 18.75 per cent of them with high and 13.13 per cent with low level of overall extension management ability. Thus, the extension management

Table 2. Relationship between the profile of the programme coordinators of KVKs and their extension management ability (N = 160)

S.No.	Name of variables	Correlation coefficient
<i>I</i>	<i>Personal variables</i>	
1	Age	-0.362 **
2	Educational qualification	0.238*
3	Health	0.365**
4	Type of family	-0.011 ^{NS}
5	Size of family	0.020 ^{NS}
6	Native place	0.384**
<i>II</i>	<i>Job related variables</i>	
1	Total experience as TO	-0.060 ^{NS}
2	Total experience in KVK	-0.013 ^{NS}
3	Training received	-0.019 ^{NS}
<i>III</i>	<i>Organizational variables</i>	
1	Span of control	0.144 ^{NS}
2	Staff facility	-0.120 ^{NS}
3	Organizational climate	0.524**
4	Organizational facility	0.537**
5	Interpersonal communication	0.401**
<i>IV</i>	<i>Socio-psychological variables</i>	
1	Personality	0.675**
2	Attitudes towards extension work	0.622**
3	Workload	0.023 ^{NS}
4	Job involvement	-0.047 ^{NS}
5	Job stress	-0.158*

* Significant at 0.05 level of probability.

** Highly significant at 0.01 level of probability.

ability of the heads of KVK was predominantly medium. The same results were reported by Patel et. al., (2004) and Chauhan and Chauhan, (2007).

Relationship between profile of the programme coordinators of KVKs and their extension management ability: To ascertain the relationship between personal, job related, organizational and socio-psychological variables of the programme coordinators of KVKs and their extension management ability, correlation coefficient was worked out. The results are given Table 2. It was observed that the personal

Table 3. Step-wise multiple regression analysis of extension management ability of the programme coordinators of KVK

S. No.	Independent variable	Multiple co-relation co-efficient (R)	(R ²)	'F' values	Partial regression co-efficient (b)	't' value	SPRC	Rank
1	Positive Attitude towards extension work	0.675	0.455 (45.50 %)	131.952 **	1.700	11.487 **	0.443	I
2	Extrovert Personality	0.736	0.542 (54.20 %)	92.781 **	0.383	5.447 **	0.285	II
3	Positive Organizational Climate	0.746	0.557 (55.70 %)	65.376 **	0.236	2.320 *	0.155	III

* Significant at 0.05 level of probability. ** Highly significant at 0.01 level of probability.
Standard partial regression co-efficient (SPRC)

variables like education, health status and native place of the programme coordinators of KVK were observed positively, while age was observed negatively significant with their extension management ability. The variables viz., size of family and type of family were non-significant with extension management ability of the programme coordinators of KVKs. The result was in conformity of the study by Patel (2001). The Job related variables like total experience as training organiser, total experience in KVK and training received were negatively non-significant with extension management ability of the programme coordinators of KVKs. The organizational variables like organizational climate, organizational facility and interpersonal communication were observed positively significant with their extension management ability. While, other organizational variables like span of control was observed non-significant, only staff facility was observed negative not significant with their extension management ability. Same was reported by Patel (2001). The socio-psychological variables of the programme coordinators of KVKs like personality and attitudes towards extension work were observed positively significant, while job stress was observed negatively significant with their extension management ability. The other socio-psychological variables; workload and job involvement observed non-significant with extension management ability. The results are in the line of the results reported by Popat (1991).

Thus, it can be concluded that the personal variables of programme coordinators of KVKs such as young age, higher education, good health and rural native place; organizational variables like; conducive organizational

climate, sufficient needed organizational facility and better interpersonal communication; socio-psychological variables viz. extrovert personality, positive attitudes towards extension work and low level of job stress played significant role in improving their extension management ability. The same result was reported by Chauhan and Chauhan (2007).

The results presented in Table 3 indicate that the 45.50 per cent variation in extension management ability of programme coordinators of KVKs was contributed by attitude toward extension work. However, positive attitude towards extension work and extrovert personality of the programme coordinators of KVK accounted for 54.20 per cent; while, positive attitude towards extension work, extrovert personality and favourable organizational climate together accounted 55.70 per cent variation in extension management ability of the programme coordinators of KVKs. Chauhan and Chauhan (2007) reported the same.

CONCLUSION

The present study has highlighted direction on the new area in which, research work was needed to carry out. Presently, KVK needs to play a role of key extension system to develop the farming communities. The findings of the study reveal that, to manage and run KVKs as per its mandate, there is need to appoint young, talented, well qualified, dedicated, enthusiast programme coordinators to reinforce role of KVKs. The results indicate that programme coordinators of KVKs with rural native background were observed more KVK active and commanding in managing extension activities and KVK, thus it is suggested that person with rural background

or motivation to work in rural and semi urban area should be appointed to work as programme coordinators of KVKs. During the study it was seen that training received by the programme coordinators of KVKs did not exhibit any impact in improving their extension management ability. Thus, there is need to give special trainings which can prepare programme coordinators of KVKs as good manager. The positive relationship indicates that extension management ability of those programme coordinators of KVKs was seen better who

had more workers to look after. The programme coordinators of KVKs with more members to control directly by them were more active in managing KVKs. It was seen that extension management ability of those programme coordinators was better who had less job stress. Authority of KVK should intervene on aforesaid significant variables to create ideal and conducive situation in KVKs.

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