



Research Article

IMPACT OF PERSONAL ATTRIBUTES OF PROGRAMME CO-ORDINATORS (PCs) OF KRISHI VIGYAN KENDRAS ON THEIR MANAGERIAL SKILLS

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Abstract- This study was conducted in all eight zones of India. 210 Programme Coordinators responded to the online questionnaire and cases of two KVKs (KVK, Bareilly, Uttar Pradesh and KVK, Kanker, Chhattisgarh) were studied for an in-depth study. The findings revealed that majority of PCs were middle aged, had Ph.D., were specialized in field other than extension education discipline, had medium level of experience as PCs, had undergone 2-4 trainings in last two years with medium level of self-esteem, job satisfaction, achievement motivation and organizational commitment. Age, education and area of specialization had non-significant correlation with managerial skills whereas job experience, training attended, self-esteem, achievement motivation, professional productivity, organizational commitment, job satisfaction and managerial linkages had positive and significant correlation with managerial skills.

Keywords- Managerial skills, Krishi Vigyan Kendras, Programme Coordinators

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Introduction

Management is a process of planning and sustaining an environment where individuals, working together in groups, efficiently accomplish selected objectives. In all institutions, where group of people are working for a common goal, management is essential to manage men, money, material and machines. Management is not unique to business organizations but common to all kinds of organizations such as *Krishi Vigyan Kendra* to utilize efficiently their resources towards the achievement of their goals. Managers who want to achieve organizational goals and perform their own duties need to gain managerial skills [6]. The potential of a man who manages and leads an institution to achieve name and fame among the public is simply referred to managerial skills [10].

Katz's taxonomy of managerial skills was perhaps the first major classification of the skills that were supposed to be prerequisite by all managers. In an article published in Harvard Business Review, Katz in 1974 laid emphasis on skills needed by an administrator. According to this article skill indicates the abilities presented by an individual while making a performance and is rarely hidden. Further in his article it is mentioned that an administrator is one who gives direction to the activities of other people and takes full responsibility to achieve a set of objectives through his/her efforts. According to this definition, successful administration depends on three basic skills; namely technical, human and conceptual [8].

Today's organizational administrator and head must have good technical, human and conceptual skills in order to build strong teams in these competitive environment. Therefore, to increase KVKs efficiency and achieve its goals, we need Programme Coordinators with managerial skills. Indeed, Programme Coordinators would not be able to execute their responsibilities unless they have already been made responsive of their managerial skills. Programme Coordinators need certain skills to perform the responsibilities and activities associated with being an administrator of KVK. A successful Programme Coordinator has triplet

managerial skills (conceptual, human and technical) developed separately. Conceptual skill is a mental ability related to coordination of all activities in organization. Human skill is the ability of cooperation and motivation in individual and group level. Technical skill requires working with instruments. It is the most familiar skill for being the commonest.

Managerial Skills, here the researcher means the total ability of Programme Coordinators to lead *Krishi Vigyan Kendra* to achieve its goals. *Krishi Vigyan Kendra* are the district level transfer of technology machineries of the Indian Council of Agricultural Research which are at present 589 in number.

Conceptual skills involve an understanding of how the different components of the KVK are related to each other and to the KVK as a whole. Planning, Decision-making and organizing are specific managerial activities that require conceptual skills. Using these skills, Programme Coordinators can see the organization as a whole, understand the relationship among various subunits and visualize how the organization fits into its broader setting.

Human Skills require the ability to understand oneself, work with others and motivate others. This includes developing self-awareness, coaching and counseling, motivating, handling conflict effectively, managing personal stress and empowering others. Since Programme Coordinators deal directly with people, this skill is crucial to get the best out of people.

Technical skills: Technical skills revolve around the ability to use the tools, procedure and specialized knowledge and techniques of one's field. These skills include knowledge and proficiency in a certain specialized field, such as farm testing, front line demonstrations of Agricultural Technologies and development of Research and Development proposals.

Moreover, importance, complexity, diversity and wide-ranging duties on the one

hand and importance, complexity, sensitivity of their mandate of the KVK on the other hand require that KVK manager not only have the necessary skills; but also have these skills in a desirable level. In fact, the competency of Programme Coordinators and quality management skills is one of the most important factors in the continued success of the KVK and managers who need to possess basic skills to be efficient. Consequently, it can be said that Programme Coordinators of *Krishi Vigyan Kendra* play a constructive role in increasing the effectiveness and efficiency of KVK. Such skills are needed so that Programme Coordinators can upgrade KVKs efficiency and effectiveness.

Material and methods:

The *Krishi Vigyan Kendras* are managed and functioned in the eight zones of India. The present study was carried out in all the eight zones of India. All those 589 KVKs of the country, which have completed at least 3 years of their establishment as on Dec 2013 were selected for this study. The data were collected from 15 March 2014 to 20 June 2014 through online questionnaire consisting of open as well as closed questions developed on Google drive and the link was sent to the e-mail addresses of PCs. 210 Programme Coordinators were the responded online questionnaire. In order to have a deeper insight into the researchable issues, two KVKs (KVK, Bareilly, Uttar Pradesh and KVK, Kanker, Chhattisgarh) were selected randomly among the ones awarded as Best KVKs by ICAR for case study.

Analytical research design was used to meet the objectives of the study. Independent variables selected for the study were age, education, gender, area of specialisation, experience, training attended, self-esteem, achievement motivation, professional productivity, organizational commitment, job satisfaction. Dependent variables were managerial skills. Appropriate statistical techniques such as frequency distribution, percentage, standard deviation, mean score, coefficient of correlation and significance of correlation coefficient tabulated for

further interpretation.

Result and discussion:

A perusal of [Table-1] reveals that majority of the respondents (62.85%) were found to be in the middle age category (42-54 years) while 20.48 per cent belonged to older category (above 54 years) and only 16.67 per cent of the respondents were in the category of young (less than 42 years). It is interesting to note that less percentage of the respondents belonged to young age. This might be due to the fact that, the Programme Coordinators designation needs a considerable amount of job experience and they are generally from the middle level of hierarchy such as Senior scientists or Associate Professors. The findings of the study are in line with the findings [17] who found that largest age group with 56.1 per cent people were 40-49 years old. The findings are also in line with the findings of [7,9,16] who also found that majority of respondents were from middle age group.

Data regarding education composition of respondents have been presented in [Table-1]. With regard to education, Majority (80.95%) of the respondents were Ph.D. holders. This can be justified as almost all of the Programme Coordinators were senior most faculties in their respective *Krishi Vigyan Kendras*. 16.67 per cent respondents were educated up to post graduation (M.Sc.) level. Only 2.38 per cent respondents were pursuing Ph.D. From this data, it can be interpreted that people are already highly educated and understand the need also. Every one prefers to be highly qualified, which helps them in getting promotions, increments and other facilities. The findings of the present study are in line with that of [9,16] who also reported that majority of the respondents had Doctorate degree or belonged to other higher education level. While in contrast to these findings, [13,7] found that 54.10 per cent and 63.33 per cent respondents were Master's degree holders, respectively.

Table-1 Distribution of Respondents according to their Personal Attributes N=210

S. No.	Attributes	Category	Frequency	Percentage
1	Age	Young (< 42 years)	35	16.67
		Middle (Between 42-54 years)	132	62.85
		Older (>54 years)	43	20.48
2	Education	Ph.D.	170	80.95
		M.Sc.	35	16.67
		PhD in progress	5	2.38
3	Area of specialization	Extension Education	76	36.19
		Others	134	63.81
4	Gender	Men	205	97.62
		Women	5	2.38
5	experience	Less than 11 years	50	23.81
		Between 11-20 years	120	57.15
		More than 20 years	40	19.04
6	experience as PCs	Less than 5 years	28	13.33
		Between 5-10 years	144	68.57
		More than 10 years	38	18.10
7	Trainings Attended	Less than 2	52	24.76
		Between 2-4	132	62.86
		More than 4	26	12.38
8	Self Esteem	Low(< 75)	43	20.48
		Medium (between 75 to 95)	135	64.28
		High (>95)	32	15.24
9	Achievement Motivation	Low (< 11)	31	14.76
		Medium (between 11 to 16)	152	72.38
		High (>16)	27	12.86
10	Professional Productivity	High	70	33.33
		Medium	86	40.95
		Low	54	25.72
11	Organizational Commitment	Low(< 46)	30	14.29
		Medium (Between 46 to 62)	140	66.67
		High(> 62)	40	19.05
12	Job Satisfaction	Low	51	24.29
		Medium	135	64.29
		High	24	11.42

Data regarding Area of specialisation of respondents have been presented in

[Table-1]. It shows that majority of the respondents (63.81 per cent) had master's

degree in other subjects that is Agronomy, Crop Physiology, Food Technology, Vegetable science, Soil Science, Horticulture, Agricultural Economics etc. as area of specialisation in their Master of Science followed by Extension Education as area of specialisation in their Master of Science (36.19 per cent) respectively. The findings are in accordance with [16] who also reported that majority of KVK staff had specialization in field other than Agricultural Extension. This can also be attributed to the fact that the post of Programme Coordinators in KVKs are open for all disciplines and not only meant for specialists in the field of Extension Education.

Data regarding gender wise distribution of Programme Coordinators have been presented in [Table-1], which clearly depicts that a good majority (97.62 per cent) of respondents was men and only 2.38 respondents were women. However, the findings vary with the observations made by [18] in a study on planning of a management training programme in Finland found that majority of training managers were women followed by men. This could be due to the reason that in spite of number of efforts for women empowerment in India, it is still difficult to find women in managerial positions due to many social reasons.

The total experience of Programme Coordinators is evident from the [Table-1], which shows that more than half of the respondents (57.15%) belonged to medium category of total experience; while 23.81 and 19.04 per cent belonged to low and high category of total job experience, respectively. Similar findings were reported by [3,11,9,16] who also found that maximum number of the respondents had middle level of work experience. [1] also said that there were 60 per cent respondents experienced in managerial position over 15 years. However, the findings vary with the observations made by [7,18] reported that maximum number of respondents had an experience below 5 years.

[Table-1] reveals the experience possessed by Programme Coordinators on their present position. It showed that a significantly large percentage (68.57 per cent) of respondents belonged to medium level of experience in the present post while the remaining 18.10 per cent and 13.33 per cent of them were in high and low experience category. From the overall view, it can be concluded that a sizeable number of respondents had medium level of experience as Programme Coordinators. This is in contrast to the findings of [5] who found that majority of Subject Matter Specialists of KVKs had less experience in their present position.

A cursory of [Table-1] reveals that majority of Programme Coordinators (62.86 per cent) had attended between 2-4 trainings in last 2 years, one fourth (24.76 per cent) respondents had undergone less than 2 training programmes and 12.38 per cent respondents had received more than 4 trainings in last 2 years. The results are in conformity with the findings of [7] who also found that majority of *Krishi Vigyan Kendra* staff had received 3-4 numbers of trainings.

[Table-1] brings out the information about self-esteem of Programme Coordinators. An overall majority (64.28 per cent) of the respondents were in the category of medium self-esteem, relatively small proportion (15.24 per cent) were in high and remaining 20.48 per cent were found in the low self-esteem category. This can be attributed to the fact that majority of the KVKs are under State Agricultural University system where teaching and research hold more prestige as compared to extension job.

It is assumed that achievement motivation forces the individual towards reaching some goals, which he/she has established for himself. If individual achievement motivation is higher than his/her efforts will be higher. The overall achievement motivation among Programme Coordinators presented in [Table-1] showed that the majority (72.38%) of them had medium level of achievement motivation, while 14.76 and 14.76 per cent of the respondents were in low and high achievement motivation categories respectively. Thus, it can be inferred that more numbers of Programme Coordinators had medium level of achievement motivation. [11,14] also reported similar findings which revealed that majority of extension workers had medium level of achievement motivation.

It can be interpreted from [Table-1] that most of the respondents (40.95 per cent) had medium professional productivity followed by one third (33.33 per cent) that had high and one fourth (25.72 per cent) having low professional productivity. Parameters used for measuring professional productivity were Publications, Research, Extension activities and Career Advancement trainings. It was observed that majority of Programme Coordinators were mostly engaged in

extension activities i.e. Training programmes, Demonstration, Radio/Television (T.V.) talk etc. Majority of Programme Coordinators had a number of publications that is research papers, review papers/articles, papers presented in seminar and conference, popular articles etc. Reasons for huge amount of publications may be majority of Programme Coordinators had 11-20 years of experience. It was also observed that very few numbers of respondents had career advancement training at international level.

[Table-1] revealed information on overall organizational commitment of the Programme Coordinators. It was found that 66.67 per cent of the respondents had medium level of organizational commitment, while 19.05 per cent had high and 14.29 per cent had low organizational commitment. Majority of the Programme Coordinators were in medium age group category, which may be a deciding factor for them to be in the medium category of organizational commitments. Related probable reason may be that they had all accepted the organizational goals and line of action. This result is in conformity with that of [14,15] who also found that majority of the respondents had medium organizational commitment. [4] suggested that age of an employee was positively related with organizational commitment. The results of the study revealed that majority of the Programme Coordinators were in middle age category and this may also be the reason for majority of Programme Coordinators to come under medium category of organizational commitment.

The data presented in [Table-1] reveals that a majority of total respondents (64.29%) had medium job satisfaction, while 24.29 per cent had low job satisfaction and only 11.42 per cent of them had high job satisfaction. In general, job satisfaction depends upon the extent to which an individual derives personal and socio-psychological benefits from his job. If the working conditions and facilities in the organization are not up to one's expectations, then the individual derives less satisfaction from his job. Since, job satisfaction certainly affect the productivity in the long-run hence measures need to be taken for suitable rewards, providing incentives and better promotional opportunities. These findings are in agreement with the findings of [18,12,14] who also shown that majority of respondents had medium level of job satisfaction.

Relationship between selected independent variables and managerial skills of Programme Co-ordinators (PCs) of KVKs

[Table-2] enumerates the data specifying the relationship between the managerial skills with selected socio- personal, psychological and professional characteristics of the Programme Co-ordinators (PCs) of KVKs. The results of the study showed that total experience, job experience as Programme Coordinator, organizational commitment, trainings attended, job satisfaction and managerial linkages had positive significant relationship with the managerial skills of the Programme Co-ordinators (PCs) of KVKs at one per cent level of significance. It implies that with increase in experience there is also increase in managerial skills. These findings are in line with the findings of [19] who found that more experienced respondents were effective managers. It also showed that respondents who had high level of organizational commitment and job satisfaction also had high level of managerial skills. It can also be inferred that with high degree of managerial linkages of Programme coordinators with other KVKs, one can effectively manage their KVK. All these variables were found to be inter-related. When the individual has higher experience, naturally he has higher organizational commitment and job satisfaction. From the results, there seems to be relationship between these two variables, so null hypothesis was rejected.

Variable professional productivity, achievement motivation and self-esteem at 5 per cent level of probability had positive and significant relationship with managerial skills. Hence, the null hypothesis was rejected for these characteristics and concluded that these characteristics were positively and significantly correlated with managerial skills.

Since other variables age, education and area of specialisation had not shown any significant relationship with managerial skills, the null hypothesis was accepted for these characteristics and concluded that these characteristics were not significantly correlated with managerial skills. However, the findings are contradictory with the findings of [2] found that age and education played significant role on Programme Coordinators' extension management ability.

Table-2 Correlation between managerial skills and selected socio- personal, psychological and professional characteristics of the Programme Coordinators (PCs) of KVKs. N=210

S.No.	Independent variables	Coefficient of correlation "r" value
1.	Age	-0.0073
2.	Education	0.0014
3.	Area of specialisation	-0.0915
4	Experience	0.5842**
5	Job experience as PC	0.8659**
6	Trainings attended	0.1962**
7	Self Esteem	0.1564*
8	Achievement Motivation	0.1424*
9	Professional productivity	0.1430*
10	Organizational commitment	0.6723**
11	Job Satisfaction	0.4979**
12	Managerial Linkages	0.6542**

* Significant at 5 % level ** Significant at 1 % level

Conclusion: It can be concluded that Programme Coordinators had medium level of managerial skills and these skills had no bearing on age, education and area of specialization of the PCs. Whereas, number of years of experience, job experience as PC, trainings attended, organizational commitments, job satisfaction, managerial linkages, professional productivity, achievement motivation and self-esteem had positive correlation with managerial skills of the PCs of KVKs. In order to sharpen the managerial skills of PCs of KVKs, they should be trained specifically in some management institutions as it is clearly depicted in the study that trainings attended are linked with managerial skills. Indian Council of Agricultural Research should organize workshops for these KVK managers to increase their self- esteem and achievement motivation, which in turn will polish their managerial skills thus improving work efficiency of the extension system of the country.

Conflict of Interest: None declared

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