



## Research Article

# STUDY ON EFFECTIVENESS OF TRAINING PROGRAMME IMPARTED TO PANCHAYATI RAJ INSTITUTION MEMBERS BY EXTENSION TRAINING CENTRE, JORHAT

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**Abstract:** The study was conducted with a view to measure the effectiveness of training programmes conducted by Extension Training Centre, Jorhat. A purposive cum random sampling technique was followed for selection of total 120 nos. of respondents. Only 2 districts namely Jorhat and Golaghat were selected for the study. The findings of this study revealed that the effectiveness of training programmes in terms of perceived usefulness, knowledge gained and skill developed as a result of training programme, majority of the trainees (75.83%) opined that the training was moderately useful. On the other hand, 75.00 per cent trainees perceived that there was moderate gain in knowledge as result of the training programme and there were 77.50 per cent of the trainees perceived that the skill was moderately developed. As regards findings of relational analysis revealed that the correlation of independent variables like age, experience in PRI system, decision making ability were positively and significantly correlated with training effectiveness.

**Keywords:** Training effectiveness, Extension Training Centre, PRI

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## Introduction

In recent times, much emphasis is being placed on decentralization of authority to the grass root level elected bodies for local self-governance as these have been accepted as the micro-level instruments of change and social development. It is also an institutional arrangement for achieving the intended fruits of rural development programmes through people's initiatives and participation. Training is the act of increasing the knowledge and skill of an employee for doing a particular job [1]. It is a process which is planned to facilitate learning so that people can become more effective in carrying out aspects of their work. It plays an important role in the advancement of human performance in a given situation. It provides a systematic improvement of knowledge and skills which in turn help the trainees to function effectively and efficiently in their given task on completion of the training. Respondent training represents a significant investment for many organizations, but training effectiveness requires training to be transferred into employee's job performance. To measure effectiveness of training programme imparted to PRI members.

## Materials and Methods

The study was conducted in Jorhat and Golaghat district of Assam which were selected purposively as because ETC, Jorhat has been regularly conducting training programme mainly in these two districts. From every district 4nos. of development blocks *i.e.* 8nos. of development blocks were selected randomly for the study. So, from, 8nos. of development block, 30nos. President of Gaon Panchayat, 15nos. Member of Anchalik Panchayat and 15nos. of Member of Gaon Panchayat were selected randomly for the study. Finally, a total of 120nos. of respondents randomly selected for the study. In the present study, training effectiveness was operationalized in terms of perceived usefulness, knowledge gained and skill developed as a result of training programme. In order to measure perceived usefulness, knowledge gained and skill developed as a result of the training programmes under study, the contents of all these training programmes were thoroughly analysed [2-5].

The knowledge as well as skill areas were identified and listed. Thus, for the training programmes, the perceived usefulness was measured with an instrument having twelve (12) items which was administered to the respondents on a three point continuum. The extent of knowledge gained was measured with an instrument having eighteen (18) items for the training programmes which was administered to the respondents on a three-point continuum *i.e.* 'Very much gained', 'Gained' and 'Not at all gained'. The scores assigned to these categories were 3, 2 and 1 respectively. The extent of skill developed was measured with an instrument having eight (8) items for the training programmes which was administered to the respondents on a three-point continuum *i.e.* 'Learned a new skill', 'A known skill further sharpened' and 'No new skill learned'. The scores assigned to these categories were 3, 2 and 1 respectively. The collected data were coded, tabulated and analyzed in accordance with the objectives of the study by using appropriate statistical tests. Apart from calculating frequencies, percentages, standard deviation, mean and co-efficient of variation, the 't' tests, Karl Pearson's product moment correlation co-efficient, WMS were also used. Categorization of all the factors was done by depending on the nature of the variables.

Table-1 Frequency distribution of respondents according to their socio-personal and professional characteristic (n=120)

Independent variables	Categories	F	%
Age	Up to 30	10	8.33
	31-50	87	72.5
	Above 50	23	19.17
Leadership behaviour	Low ( Below 135.34)	13	10.83
	Moderate (135.34 to 148.07)	89	74.17
	High (Above 148.07)	18	15
Experience in PRI system	4 to 8 years	88	73.33
	Above 8 years	32	26.67
Decision making ability	Low (Below 31.83)	5	4.17
	Moderate (31.83 to 36.34)	94	78.33
	High (Above 36.34)	21	17.5

## Results and Discussions

The study was conducted to measure effectiveness of the training programmes imparted to PRI members by Extension Training Centre, Jorhat. The relationship between training effectiveness, Socio-personal and professional variables has been explored. Frequency distributions of the respondents according to their socio-personal and professional variables are presented in the [Table-1]. A perusal of [Table-1] reveals that majority (72.5%) of the respondents were in between 31-50 years age group, followed by 19.17 percent of the respondents who were more than 50 years and there only 8.33 percent of respondents who were up to 30 years of age group. A 74.17 percent members of PRI's possessed moderate level and 15 percent possessed high level followed by 10.83 percent at low level category of leadership behaviour. The duration of experience in PRI system is ranged from 4 to 15 years. Majority (73.33%) of the respondents had experience in between 4 to 8 years followed by above 8 years of experience in PRI system (26.67%). 78.33 percent members of Panchayati Raj Institution possessed moderate level decision making ability, followed by 17.50 percent had high level of decision making ability and 4.17 percent respondents possessed low level decision making ability.

Table-2 Effectiveness of training programme in terms of perceived usefulness, knowledge gained and skill developed

SN	Category	Score range	Frequency	Percentage
1	Usefulness			
	Less useful	Below 31	11	9.17
	Moderately useful	31 to33	91	75.83
	Highly useful	Above 33	18	15
2	Knowledge Gained			
	Less gain	Below 45	11	9.17
	Moderately gain	45 to 50	90	75
	Highly gain	Above 50	19	15.83
3	Skill Developed			
	Less developed	Below 20	9	7.5
	Moderately developed	20 to 22	93	77.5
	Highly developed	Above 22	18	15

It can be revealed from the [Table-2] that majority (75.83%) of the respondents were of the opinion that the training programme was found to be moderate in terms of its usefulness, followed by 15.00 percent of the participants who perceived it as highly useful. Besides, 9.17 percent of the respondents perceived it as less useful. 75.00 percent of the trainees perceived moderate gain in knowledge, followed by 9.17 percent of the trainees perceived less gain in knowledge as a result of the training programme. However, only 15.83 percent of the trainees perceived high gain in knowledge as a result of the training programme. Majority (77.50 %) of the respondents perceived that the training programme was moderate in developing skills, followed by 7.50 percent of the trainees who perceived it less helpful in developing skill. On the other hand 15.00 percent of the respondents perceived it as highly useful in developing skills of the trainees. [Table-3] reveals that, in terms of its perceived usefulness, the topic on "Community participation in Swachh Bharat Mission" (2.79) was ranked 'first'. The topic on "Role played by GP in increasing livestock production and management" (2.77) was ranked as 'second' by the respondent. While 'third' rank goes to both "different books of record in implementing process of MGNREGS" (2.73) as well as "Implementation of IAY and Technical norms of construction of IAY house" (2.73).

To accelerate the efforts to achieve universal sanitation coverage and to put focus on sanitation, the prime minister of India launched the Swachh Bharat Mission on 2<sup>nd</sup> October, 2014. It is the major flagship programme of the GoI Accordingly, Gram Panchayat has a pivotal role in the implementation of 'Swachh Bharat Mission'. The programme may be implemented by the Panchayati Raj Institution at all levels. Hence, the participants of the Panchayati Raj Institution ranked the programme as 'first' regarding its usefulness. On the other hand, Livestock production and management is an integral component of rural livelihoods. Livestock not only provide regular income but is also assets for both poor and rich households. Economically rewarding livestock production can help overcome poverty and malnutrition. An active gram Panchayat can empower people to make

livestock production a more profitable occupation. Due to this reason the topic on "Role played by GP in increasing livestock production and management" was ranked as 'second' by the respondent in terms of its perceived usefulness. It is indicated from the [Table-4] that the topic on "Pradhan Mantri Gram Sadak Yojana"(2.71) was ranked 'first', followed by topic on "Panchayati raj accountant software" (2.69) which was ranked as 'second' in terms of perceived knowledge gained as a result of the training programme. However, 'third' rank goes to all total four topics which were "management of Panchayat offices- methods and procedures" (2.68), "MGNREGA in the light of new guidelines/4<sup>th</sup> edition/ 2013" (2.68), "e-FMS (electronic fund management system)" (2.68), "Programme for the welfare of backward classes" (2.68) respectively. The primary objective of the PMGSY is to provide all-weather road connectivity to all eligible unconnected habitations in the rural areas with a minimum population of 500 in the plains and 250 plus in hill states, tribal districts and desert areas. This year also the government has made an allocation of Rs19, 000 crore for the Pradhan Mantri Gram Sadak Yojana in the union budget 2017. Hence, the participants of PRI were more interested towards PMGSY guideline and ranked the scheme as 'first' in terms of knowledge gained during the training programme. It is evident from [Table-5] that "Panchayati raj institution accountant software" (2.90) was ranked as 'first', followed by topic on "reading and comprehension skill" (2.88) which was ranked as 'second' by the respondents in terms of perceived skill developed as a result of the training programme. The skill on "conducting meetings" (2.87) was ranked as 'third' by the respondents. PRIASoft aims to keep track of all the in-flow (Receipts) and out- flow (Expenditure) of the Panchayati Raj Institutions. The Application facilitate better financial management of Panchayati Raj Institutions (PRIs) by bringing about transparency and accountability in the maintenance of accounts thereby leading to better credibility and ultimately strengthening of PRIs. It is a centralized Accounting Software intended for use by all the three levels of Panchayati Raj namely Zilla, Block and Village Panchayat. Apart from making the process of accounting simple and easy (necessarily due to lack of trained manpower at this level), it ensures a better financial management, transparency and accountability at the Panchayat level. As a part of Digital India government focuses on introducing e-Governance in the Panchayats in India. The members of PRI developed more skill relating to application of PRIASoft as a result of training programme which in turn help the members of PRI to become digitally literate and it will easy for the government to provide digital infrastructures without much effort from the centre. The skill acquired during training on reading and comprehension skill (2.88) and conducting meetings (2.87) helped in arranging Gram Sabha at the village. [Table-6] also revealed that, there is positive and significant relationship of age ( $r = 0.15^*$ ) with the knowledge gained of the training programme at 10 percent level of probability. It is also evident from [Table-6] that experience in PRI system ( $r = 0.21^{**}$ ) and decision making ability ( $r = 0.19^{**}$ ) too have a positive and significant relationship with skill development of the training programme at 5 percent level of probability. This finding indicates that as there is increase in age, experience in PRI system and decision making ability of the participants, the effectiveness of the training programme also increases.

It can be further seen from the analysis that the relationship between leadership behavior ( $r = -0.15^*$ ) and usefulness as well as leadership behavior ( $-0.15^*$ ) and skill development of the training programme were negatively significant. It implied that there was a negative relationship between leadership behavior and effectiveness of training programme. This might be due to the facts that the candidates, who were elected for more than one time, are experienced and well known about the training contents and they found the training programme as less useful in developing skill. Hence it can be concluded that leadership behavior have no relationship with the effectiveness of training programme.

## Conclusion

The overall result in this study indicated that 75.83 percent of the respondents opined that the training was moderately useful. There were 77.50 percent of the trainees perceived that the skill was moderately developed. Further, 75.00 percent of the trainees felt that there was moderate gain in knowledge as result of the training programme. Moreover, in terms of its perceived usefulness, the topic on Community participation in "Swachh Bharat Mission" was ranked 'first' (2.79).

Table-3 Effectiveness of training programme regarding its perceived usefulness

SN	Training areas	Perceived usefulness						WMS	Rank
		Very much useful		useful		Not at all useful			
		f	%	f	%	f	%		
1	Role of Gaon sabha in participatory village planning.	81	67.5	39	32.5	-	-	2.68	V
2	Different books of record in implementing process of MGNREGS (Mahatma Gandhi National Rural Employment Gurantee Act.)	88	73.33	32	26.67	-	-	2.73	III
3	Implementation of IAY (Indira AwaasYojana) & Technical norms of construction of IAY house	88	73.33	32	26.67	-	-	2.73	III
4	Rules and procedures for conducting meeting in Panchayat	78	65	42	35	-	-	2.65	VII
5	Role played by GP in increasing livestock production and management	93	77.5	27	22.5	-	-	2.77	II
6	Role of Panchayat in development of woman and children including ICDS	80	66.67	40	33.33	-	-	2.67	VI
7	Community participation in Swachh Bharat Abhijan	94	78.33	26	21.67	-	-	2.79	I
8	Standing committee and their function	86	71.67	34	28.33	-	-	2.72	IV
9	Application of MIS in MGNREGS and NSAP etc.	80	66.67	40	33.33	-	-	2.67	VI
10	Rastriya Krishi Vikas Yojana	63	52.5	57	47.5	-	-	2.53	VIII
11	National Horticulture Mission	44	36.67	76	63.33	-	-	2.36	X
12	Kisan Credit Card	49	40.83	71	59.17	-	-	2.41	IX

Table-4 Effectiveness of the training programme regarding its perceived knowledge gained

SN	Training areas	Perceived knowledge gain						WMS	Rank
		Very much gained		gained		Not at all gained			
		f	%	f	%	f	%		
1	Evolution of Panchayat system	65	54.17	55	45.83	-	-	2.54	IX
2	73rd constitutional amendment and Assam Panchayat Act 1994	81	67.5	39	32.5	-	-	2.67	IV
3	Constitution of Gaon Panchayat	79	65.83	41	34.17	-	-	2.66	V
4	Management of Panchayat offices- methods and procedures.	82	68.33	38	31.67	-	-	2.68	III
5	MGNREGA in the light of new guidelines/4 <sup>th</sup> edition/ 2013	82	68.33	38	31.67	-	-	2.68	III
6	e-FMS(electronic fund management system)	82	68.33	38	31.67	-	-	2.68	III
7	Resource mobilization by Panchayat through tax& non tax revenue	81	67.5	39	32.5	-	-	2.67	IV
8	Settlement of bazar, fisheries etc.	73	60.83	47	39.67	-	-	2.61	VII
9	Rastriya Krishi Vikas Yojana	73	60.83	47	39.67	-	-	2.61	VII
10	Kisan credit card	63	52.5	57	47.5	-	-	2.53	X
11	National Horticulture Mission	61	50.83	59	49.17	-	-	2.51	XI
12	Community planning in increasing of milk production by use of intensive AI.	70	58.33	50	41.67	-	-	2.58	VIII
13	Programme for increasing fish production	80	66.67	40	33.33	-	-	2.67	IV
14	Panchayati Raj Institution Accountant Software	83	69.17	37	30.83	-	-	2.69	II
15	Pradhan Mantri Gram Sadak Yojana(PMGSY)	85	70.83	35	29.17	-	-	2.71	I
16	Programme for the welfare of backward classes	82	68.33	38	31.67	-	-	2.68	III
17	Programme in rural and urban areas relating to social services	78	65	42	35	-	-	2.65	VI
18	Agricultural production programme and allied activities in the field of rural development	79	65.83	41	34.17	-	-	2.66	V

Table-5 Effectiveness of training programme regarding its perceived skill developed

SN	Dimension	Perceived skill developed						WMS	Rank
		Learned a skill		A known skill further sharpened		No new skill learned'			
		f	%	f	%	f	%		
1	Community planning	77	64.17	42	35	1	0.83	2.63	IV
2	Management of permissible work under MGNREGS	47	39.17	73	60.83	-	-	2.4	VIII
3	Record keeping skill	61	50.83	56	46.67	3	2.5	2.46	VI
4	Basic computer literacy	73	60.83	47	39.17	-	-	2.61	V
5	Fundamental of oral communication	52	43.33	68	56.67	-	-	2.43	VII
6	Reading and comprehension skill	106	88.33	14	11.67	-	-	2.88	II
7	Conducting meeting	105	87.5	15	12.5	-	-	2.87	III
8	Panchayati Raj Institution Accountant Software	108	90	12	10	-	-	2.9	I

Table-6 Relationship between training effectiveness with some selected socio- personal and professional characteristics of the participants for the training programme

SN	Variables	Effectiveness of training programme					
		Usefulness		Knowledge gained		Skill developed	
		'r' value	't' value	'r' value	't' value	'r' value	't' value
1	Age	-0.09	1.02	0.15*	1.7	-0.08	0.91
2	Leadership behavior	-0.15*	1.73	-0.04	0.52	-0.15*	1.71
3	Experience in PRI system	0.01	0.17	0.02	0.3	0.21**	2.4
4	Decision making ability	0.02	0.31	0	0.06	0.19**	2.1

\*\*= Significant at 5% level of probability, \*= Significant at 10% level of probability

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The topic on "Role played by GP in increasing livestock production and management" (2.77) was ranked as 'second' by the respondent. While 'third' rank goes to both different books of record in implementing process of MGNREGS (2.73) as well as Implementation of IAY and Technical norms of construction of IAY house (2.73). In terms of perceived knowledge gained, the topic on "Pradhan Mantri Gram Sadak Yojana" (2.71) was ranked 'first', followed by topic on "Panchayati Raj Accountant Software" (2.69) which was given 'second' rank. However 'third' rank goes to all total four topic which were "management of Panchayat offices- methods and procedures" (2.68), "MGNREGA in the light of new guidelines/ 4<sup>th</sup> edition/ 2013" (2.68), "e-FMS (electronic fund management system)" (2.68), "Programme for the welfare of backward classes" (2.68) respectively. In terms of perceived skill developed, "Panchayati raj institution accountant software" (2.90) was given 'first' rank, followed by topic on "reading and comprehension skill" (2.88). The skill on "conducting meetings" (2.87) was given 'third' rank.

**Application of research:** Study of Training Programme Imparted to Panchayati Raj Institution Members

**Research Category:** Extension Education

**Abbreviations:** NS- Non Significant , d.f.- Degrees of freedom

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