

## Managerial Ability of Farmers, Committee Members and Office Bearers of APMCs of Tribal and Non Tribal Area of South Gujarat in Market Led Extension

Kavad S. D.<sup>1</sup> and Pandya R. D.<sup>2</sup>

1 Assistant Extension Educationist, Directorate of Extension Education, NAU, Navsari-396450

2 Professor and Head, Department of Extension Education, NMCA, NAU, Navsari. - 396450

Email: sdkavad@nau.in

### ABSTRACT

Managerial ability is the ability of farmer or person or manager to use the techniques and skills in planning, scheduling, guiding, supervising and organizing the resources (man, material and money). In the present study, it is been operationalised as the ability of farmers, committee members and office bearers who apply the basic principles of management in farming and marketing. The study was carried out in 7 districts of South Gujarat to identify the managerial ability of the APMC farmers, committee members and office bearers. Total 160 farmers were randomly selected from 16 villages, 2 villages from each 4 APMCs from Tribal and 4 APMCs from non-tribal area of South Gujarat. Six committee members and three office bearers from each APMC making total 48 committee members and 24 office bearers selected randomly. It was found that majority of the APMC farmers from both the area had good managerial ability in market-led-extension. In case of APMC committee members about half (45.85 per cent) of them from non-tribal area had good managerial ability, while half (50.00 per cent) of APMC committee members of tribal area had fair managerial ability in market-led-extension. Regarding office bearers from non-tribal area about three-fifth (58.33 per cent) had better managerial ability, whereas majority (91.67 per cent) from tribal area had good managerial ability in market-led-extension. Regarding association, it was observed that out of nineteen independent variables of farmers, eight variables were positive and highly significantly associated with managerial ability in market-led-extension in non-tribal area viz., education, extension contact, source of information on marketing, training received, knowledge about the statutory activities of APMC, economic orientation, scientific orientation and risk orientation whereas age and farming experience were negative but highly significantly associated. Regarding farmers from tribal area twelve variables were positive and highly significantly associated with managerial ability viz., education, annual income, extension contact, source of information on marketing, training received, cropping pattern, marketable surplus, marketed surplus, knowledge about the statutory activities of APMC, economic orientation, scientific orientation and risk orientation while cropping intensity and group cohesiveness were significantly associated. Among the APMC committee members and office bearers from non-tribal area education and group cohesiveness were positively and highly significantly associated with managerial ability in market-led-extension whereas experience was significantly associated with managerial ability. In case of APMC committee members and office bearers from tribal area education was positively and highly significantly associated while training was significantly associated with managerial ability.

**Keywords:** Managerial ability, market-led-extension, APMC, association

### INTRODUCTION

Managerial ability is the ability of farmer or person or manager to use the techniques and skills in planning, scheduling, guiding, supervising and organizing the resources (man, material and money). In the present study, it is been operationalised as the ability of farmers, committee members and office bearers who apply the basic principles of management in farming and marketing. In the present context of globalization and liberalization, agricultural

marketing plays an important role hence, the farmers should aware and required abilities about what to produce, when to produce, how much to produce when and where to sell, at what price and in which form to sell their produce the accessible structures, ways of good returns on their produce and facilities at different markets.

Markets are the primary drivers for agricultural development. Agricultural markets are as important as the actual farming itself. The new Agricultural Policy emphasizes

on commercialization, diversification, value addition and export orientation, which emphasizes the importance of market-led-extension. Market-led-extension is comparatively new approach which includes new methods / techniques of farming, importance of proper post harvest handling and marketing. This can helps the farmers to realize high returns for their produce, minimize the production costs and improve the product value and marketability.

**METHODOLOGY**

The ex-post-facto as well as exploratory research designs were adopted in the present investigation. Eight APMCs (4 from non-tribal and 4 from tribal area) were randomly selected from the area of seven districts of South Gujarat. One village each from within the distances of 5 km from APMC and 5 to 10 km per APMC were selected randomly. Ten farmers as respondents were randomly selected from each villages which made the total of 160 farmers. Six committee members and three office bearers from each APMC making total 48 committee members and 24 office bearers selected randomly.

In the present study, managerial ability of respondents was considered as one’s knowledge and ability to use basic principle of management in the activities of farming and marketing. This was conceptualized on the bases of functions performed by the respondents while farming and marketing. Moreover, certain outline was resorted from the scale developed by the Chari (1985). Finally, a teacher made scale was specially developed for the present study with 28 components which were classified under 7 heads (planning, organizing, human relationship, supervision,

communication, coordination and control). Every component has three options and was weighted on their importance as 3, 2 and 1. The responses of the respondents against each of them were summed up and grouped in to three categories by using mean and standard deviation. Later on, same scores were used to find out the correlation with independent variables. The data were collected with the help of well-structured, pre-tested interview schedule through personal contact. The data were compiled, tabulated and analysed by using appropriate method of analysis.

**RESULTS AND DISCUSSION**

One’s efficiency to manage the enterprise plays significant role in managerial ability. It is considered as inbuilt power of an individual. Under the managerial ability for market-led-extension, the planning, organizing, human relationship, supervision, communication, coordination and control were considered as components while developing the schedule. The structured schedule was used to collect the data and was analyzed by using suitable statistical tools.

**Managerial ability of respondents for market-led-extension**

**(a) APMC farmers**

The data regarding managerial ability of APMC farmers for market-led-extension were collected and grouped into three categories viz., (i) fair level of managerial ability (up to 51 score), (ii) good level of managerial ability (52 to 65 score) and (iii) better level of managerial ability (above 65 score). The data in regards are presented in Table 1.

**Table 1: Distribution of respondents according to their managerial ability for market-led-extension**

n=232

Managerial ability	APMC of Non-Tribal area			APMC of Tribal area			Pooled
	Farmers	CMs	OBs	Farmers	CMs	OBs	
<b>Fair</b>	10 (12.50)	10 (41.67)	0 (0.00)	19 (23.75)	12 (50.00)	0 (0.00)	51 (21.98)
<b>Good</b>	57 (71.25)	11 (45.83)	5 (41.67)	46 (57.50)	11 (45.83)	11 (91.67)	141 (60.78)
<b>Better</b>	13 (16.25)	3 (12.50)	7 (58.33)	15 (18.75)	1 (4.17)	1 (8.33)	40 (17.24)
<b>Total</b>	<b>80</b> <b>(100.00)</b>	<b>24</b> <b>(100.00)</b>	<b>12</b> <b>(100.00)</b>	<b>80</b> <b>(100.00)</b>	<b>24</b> <b>(100.00)</b>	<b>12</b> <b>(100.00)</b>	<b>232</b> <b>(100.00)</b>
Mean	58.44	73.75		57.96	70.97		
‘t’ value	0.4270	1.8549					

The data shown in table 1 revealed that majority (71.25 per cent) of the APMC farmer of non-tribal area had good level of managerial ability for market-led-extension

followed by 16.25 and 12.50 per cent had better and fair managerial ability respectively. While in case of APMC farmer of tribal area, majority (57.50 per cent) of them had

good level of managerial ability for market-led-extension followed by 23.75 and 18.75 per cent had fair and better managerial ability respectively.

The mean score of managerial ability for market-led-extension of non-tribal and tribal areas were 58.44 and 57.96 respectively. The calculated 't' value (0.4270) among the APMC farmer of non-tribal and tribal areas about managerial ability for market-led-extension was non- significant.

#### **(b) APMC Committee members and office bearers**

As compare to APMC farmers, the committee members and office bearers has to work with some other type of managerial abilities for market-led-extension therefore, the data in regards collected separately and categorized according to score obtained as; (i) fair level of managerial ability (up to 66 score), (ii) good level of managerial ability (67 to 79 score) and (iii) better level of managerial ability (above 79 score). The data in regards are presented in Table 1. The same table shows that the two-fifth (45.83 per cent) of the APMCs committee members of non-tribal area had good level of managerial ability for market-led-extension followed by 41.67 and 12.50 per cent had fair and better level of managerial ability respectively. Whereas, half (50.00 per cent) of them of tribal area had fair level of managerial ability for market-led-extension followed by 45.83 and 04.17 per cent of them had good and better level of managerial ability respectively.

Same way in the case of APMC office bearers of non-tribal area, majority (58.33 per cent) of them had better level of managerial ability for market-led-extension followed by 41.67 per cent had good level of managerial ability. Whereas, majority (91.67 per cent) of the APMCs office bearers of tribal area had good level of managerial ability for market-led-extension followed by 8.33 per cent had better level of managerial ability. The average score of managerial ability for market-led-extension of committee members and office bearers of non-tribal and tribal areas were 73.75 and 70.97 respectively. The calculated 't' value (1.8549) among the committee members and office bearers of APMCs located in non-tribal and tribal area about managerial ability for market-led-extension was non- significant.

The pooled data shows that majority (60.78 per cent) of the respondents of APMCs of both the areas possessed good managerial ability for market-led-extension followed by 21.98 per cent of them possessed fair level of managerial ability and 17.24 per cent of them had better level

of managerial ability. This finding is in conformity with the Patel and Borate (2014), Baria *et al.* (2012), Prajapati (2011) and Jadav (2004).

#### **Association between profiles and managerial ability for market-led-extension**

##### **(a) APMC farmers**

Management is a challenging job. It requires certain abilities to accomplish such a challenge. Thus, essential abilities which every manager needs for doing a better management are called as managerial ability for market-led-extension. Managerial ability is always based on managers' efficiency. A farmer always used his ability while planning, scheduling, guiding, supervising and organizing their resources.

Several researchers noted that the socio-economic factors have had significant influence on the individual's ability to work as a manager with farming and marketing. Considering as important aspect of the study the association between the independent variables with managerial ability for market-led-extension of APMC farmers were worked out by using coefficient of correlation. The findings are presented in Table 2.

The data presented in Table 2 shows that the age (-0.33768\*\*), education (0.40329\*\*), farming experience (-0.31842\*\*), extension contact (0.41899\*\*), source of information on marketing (0.34804\*\*), training received (0.38696\*\*), knowledge about the statutory activities of APMC (0.47043\*\*), economic orientation (0.58402\*\*), scientific orientation (0.63661\*\*) and risk orientation (0.69580\*\*) among the APMC farmers of non-tribal area were found highly significantly associated and group cohesiveness (0.28351\*) was found significantly associated with their managerial ability for market-led-extension of APMC farmers of non-tribal area.

In the case of APMC farmers of tribal area, the education (0.64615\*\*), annual income (0.39488\*\*), extension contact (0.48420\*\*), source of information on marketing (0.37600\*\*), training received (0.61130\*\*), cropping pattern (0.30130\*\*), marketable surplus (0.42152\*\*), marketed surplus (0.42748\*\*), knowledge about the statutory activities of APMC (0.35027\*\*), economic orientation (0.70844\*\*), scientific orientation (0.71580\*\*) and risk orientation (0.62093\*\*) found highly significantly associated with managerial ability and social participation (0.22366\*),

cropping intensity (0.27687\*) and group cohesiveness (0.24157\*) were significantly associated.

**Table 2: Relationship between profile of the APMC farmers and managerial ability for market-led-extension**

n=160

Sr. No.	Profile of the farmers	Coefficient of correlation ('r' value)		
		Non Tribal area	Tribal area	Overall
X <sub>1</sub>	Age	-0.33768**	-0.13366	-0.20495**
X <sub>2</sub>	Education	0.40329**	0.64615**	0.54138**
X <sub>3</sub>	Land holding	0.13885	0.15101	0.1394
X <sub>4</sub>	Farming experience	-0.31842**	-0.14262	-0.21510**
X <sub>5</sub>	Distance from market	0.01076	0.21368	0.13108
X <sub>6</sub>	Annual income	-0.01494	0.39488**	0.21258**
X <sub>7</sub>	Social participation	0.17303	0.22366*	0.20379**
X <sub>8</sub>	Extension contact	0.41899**	0.48420**	0.43497**
X <sub>9</sub>	Source of information on marketing	0.34804**	0.37600**	0.34856**
X <sub>10</sub>	Training received	0.38696**	0.61130**	0.42848**
X <sub>11</sub>	Cropping pattern	-0.02938	0.30130**	0.16563*
X <sub>12</sub>	Cropping intensity	0.20571	0.27687*	0.19164*
X <sub>13</sub>	Marketable surplus	-0.10957	0.42152**	0.08229
X <sub>14</sub>	Marketed surplus	-0.11562	0.42748**	0.08112
X <sub>15</sub>	Knowledge about the statutory activities of APMC	0.47043**	0.35027**	0.39498**
X <sub>16</sub>	Economic orientation	0.58402**	0.70844**	0.65723**
X <sub>17</sub>	Scientific orientation	0.63661**	0.71580**	0.68360**
X <sub>18</sub>	Risk orientation	0.69580**	0.62093**	0.63911**
X <sub>19</sub>	Group cohesiveness	0.28351*	0.24157*	0.17275*

\*\* Significant at 1 percent level

\* Significant at 5. percent level

The overall data indicate that the age (-0.20495\*\*), education (0.54138\*\*), farming experience (-0.21510\*\*), annual income (0.21258\*\*), social participation (0.20379\*\*), extension contact (0.43497\*\*), source of information on marketing (0.34856\*\*), training received (0.42848\*\*), knowledge about the statutory activities of APMC (0.39498\*\*), economic orientation (0.65723\*\*), scientific orientation (0.68360\*\*) and risk orientation (0.63911\*\*) of the APMC farmers had highly significant association and cropping pattern (0.16563\*), cropping intensity (0.19164\*) and group cohesiveness (0.17275\*) were significantly associated with managerial ability.

**(b) APMC committee members and office bearers**

The association between the profile with managerial ability for market-led-extension of APMC committee members and office bearers of both the areas were worked out by using coefficient of correlation and findings are presented in table 3.

The data given in table 3 revealed that the education

(0.59756\*\*) and group cohesiveness (0.47805\*\*) found highly significant and working experience (0.41023\*) found significantly associated with managerial ability for market-led-extension of the committee members and office bearers of APMCs of non-tribal area.

Further, the education (0.73304\*\*) of committee members and office bearers of APMCs of tribal area found highly significantly associated with their managerial ability for market-led-extension and training received (0.41983\*) found significantly with their managerial ability for market-led-extension.

In case of overall, education (0.67825\*\*), experience (0.36955\*\*), training received (0.34921\*\*) and group cohesiveness (0.36257\*\*) found highly significant with their managerial ability for market-led-extension and age (-0.14546) was non-significantly associated with managerial ability for market-led-extension of committee members and office bearers of APMCs. The similar results were observed by Aruna Shantha et al. (2012) and Balogan (2011).

**Table 3: Relationship between profile of the APMC committee members and office bearer and managerial ability for market-led-extension**

n=72

Sr. No.	Profile of committee members and office bearers	Coefficient of correlation ('r' value)		
		Non Tribal area	Tribal area	Overall
X <sub>1</sub>	Age	-0.17566	-0.09755	-0.14546
X <sub>2</sub>	Education	0.59756**	0.73304**	0.67825**
X <sub>3</sub>	Experience	0.41023*	0.32095	0.36955**
X <sub>4</sub>	Training received	0.30454	0.41983*	0.34921**
X <sub>5</sub>	Group cohesiveness	0.47805**	0.28559	0.36257**

\*\* Correlation is significant at the 0.01 level \* Correlation is significant at the 0.05 level

**CONCLUSION**

From the above discussion, it can be concluded that majority of the APMC farmers from both the area had good managerial ability in market-led-extension. In case of APMC committee members about half of them from non-tribal area had good managerial ability, while half of APMC committee members of tribal area had fair managerial ability in market-led-extension. Regarding office bearers from non-tribal area, majority had better managerial ability, whereas majority from tribal area had good managerial ability in market-led-extension. It was observed that out of nineteen independent variables of farmers, eight variables were positive and highly significantly associated with managerial ability in market-led-extension in non-tribal area viz., education, extension contact, source of information on marketing, training received, knowledge about the statutory activities of APMC, economic orientation, scientific orientation and risk orientation whereas age and farming experience were negative but highly significantly associated. Regarding farmers from tribal area twelve variables were positive and highly significantly associated with managerial ability viz., education, annual income, extension contact, source of information on marketing, training received, cropping pattern, marketable surplus, marketed surplus, knowledge about the statutory activities of APMC, economic orientation, scientific orientation and risk orientation while cropping intensity and group cohesiveness were significantly associated. Among the APMC committee members and office bearers from non-tribal area education and group cohesiveness were positively and highly significantly associated with managerial ability in market-led-extension whereas experience was significantly associated with managerial ability. In case of APMC committee members and office bearers from tribal area, education was positively and highly significantly associated while, training was significantly associated with managerial ability.

Thus it can be concluded that farmers, marketing personnel and the field level agricultural extension functionaries need to be trained on the most important aspects like planning for market oriented production, preparation of produce for marketing, storage techniques, infrastructure and transport facilities, market information and use of information technology and integration of marketing network for better managerial ability in market-led-extension.

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