

EXTENSION MANAGEMENT ABILITY OF TRAINING ORGANIZERS OF KVKs

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ABSTRACT

The KVK is a front line transfer of technology project. The effectiveness of KVK mainly depends on how effective manager i.e. training organizer it possess. The present study was conducted with an objective to study the extension management ability of training organizers of KVKs. It was observed that most of the training organizers possessed medium extension management ability. The factors like discipline possessed, attitude towards extension work, image, management training received and academic qualification were found to be correlated with extension management ability of training organizers.

INTRODUCTION

Generally, it is observed that the training organizers of Krishi Vigyan Kendras are basically educated in agricultural science and they have experience of agricultural extension. Thus, they have neither education nor experience in the field of management, even though; they have to carryout the responsibility of management aspects too. Further, the importance of management is also realized in recent days in agricultural extension field. As the head of Krishi Vigyan Kendra (KVK), the training organizer has to perform many management functions in carrying out the extension activities *viz.*, planning, organizing, directing, communicating, controlling, human relation, leading, supervising, coordinating and decision making. Further, the extension management ability of training organizers may be affected by the personal, job related, organizational and socio-psychological factors.

In view of these facts, the present study

was conducted with the objective of measuring extension management ability of training organizers and to ascertain the factors associated with extension management ability of training organizers.

METHODOLOGY

Those KVKs established before 1995 were purposively selected for the study with the assumption that these KVKs may have developed in terms of infrastructure, manpower etc. The extension management ability scale was developed for the study. The scale so developed was then mailed to randomly selected two subordinates of each training organizers of selected KVKs. The extension management ability index (EMAI) was then calculated.

The final extension management ability index of each training organizer was determined by averaging the index from both the subordinates of respective training organizer. Then, the training organizers were classified into three categories on the basis of mean and standard deviation. To

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Table 1: Distribution of training organizers by their extension management ability index [n = 130]

Category	Frequency	Per cent
Low (upto 63 index)	23	17.69
Medium (63.01 to 92.92 index)	92	70.77
High (above 92.92 index)	15	11.54
Total :	130	100.00
Mean = 77.97	S.D. = 14.96	C.V.% = 19.19

find out the correlation between selected independent variables and extension management ability, the coefficient of correlation 'r' was computed.

RESULTS AND DISCUSSION

Extension Management Ability

Training organizers on the basis of their extension management ability index were categorized into three groups as presented in Table-1.

It can be seen from the Table-1 that majority of training organizers (70.77 %) were observed in medium category of extension management ability, while 17.69 per cent training organizers fell under the category of low extension management ability. The remaining 11.54 per cent training organizers were observed in high category of extension management ability. Thus, the extension management ability of training organizers of KVKs was predominantly medium.

Correlation analysis

The zero order correlations between extension management ability and selected independent variables are presented in Table-2.

Personal variables

Among the personal variables as presented in Table-2, the variables; discipline possessed (0.6370) and academic qualification (0.2366) had positive and

significant correlation with extension management ability of training organizers. The age and family size had non-significant correlation with extension management ability. It indicated that the training organizers with extension education discipline and higher qualification seemed to be better in their managerial ability of extension work. This may be due to the reason that a person with higher education shows his maximum performance when he is assigned the work in line with his own field of discipline and specialization due to his higher educational knowledge.

Job related variables

It can be seen from Table-2, that among job related variables only management training received by training organizers had positive and significant correlation with their extension management ability, while remaining variables viz., cadre, total experience, experience as KVK head and total training received had non-significant correlation. This may be due to fact that the management training may helps to improve the understanding and management skills of extension work leading toward improving managerial ability of training organizers in extension work.

Organizational variables

The data regarding organizational variables presented in Table-2, show that all the

Table 2: Correlation analysis of independent variables with extension management ability [n = 130]

Sr. No.	Independent variables	Corrélation coefficient 'r'
I.	PERSONAL	
1.	Age (X ₁)	-0.0867
2.	Academic qualification (X ₂)	0.2366**
3.	Family size (X ₃)	-0.0247
4.	Discipline possessed (X ₄)	0.6370**
II.	JOB RELATED	
5.	Cadre (X ₅)	0.0600
6.	Total experience (X ₆)	-0.0676
7.	Experience as KVK head (X ₇)	-0.0722
8.	Total training received (X ₈)	0.0562
9.	Management training received (X ₉)	0.2454**
III.	ORGANISATIONAL	
10.	Nature of mother organisation (X ₁₀)	0.0710
11.	Span of control (X ₁₁)	0.0647
12.	Interpersonal communication (X ₁₂)	-0.1622
13.	Departmental climate (X ₁₃)	0.0363
14.	Funding pattern (X ₁₄)	-0.0062
15.	Infrastructural facility (X ₁₅)	-0.0653
16.	Extension activities carried out (X ₁₆)	-0.0316
17.	Staff facility (X ₁₇)	-0.1079
IV.	SOCIO-PSYCHOLOGICAL	
18.	Image (characteristics) (X ₁₈)	0.4640**
19.	Personality (extrovert/introvert) (X ₁₉)	-0.2399**
20.	Attitude towards delegation of authority (X ₂₀)	-0.1521
21.	Perceived workload (X ₂₁)	0.0541
22.	Attitude towards extension work (X ₂₂)	0.5203**
23.	Job involvement (X ₂₃)	-0.0376
24.	Job stress (X ₂₄)	0.1322
25.	Achievement motivation (X ₂₅)	0.0007
26.	Style of supervision (X ₂₆)	0.0074

** Significant at 0.01 level of significance.

organizational variables, viz., nature of mother organization, span of control, interpersonal communication, departmental climate, funding pattern, infrastructural facility, extension activities carried out and staff facility had non-significant correlation with extension management ability.

Socio-psychological variables

In respect of socio-psychological variables, the data presented in Table-2 reveal that image and attitude towards extension work

had positive and significant correlation with extension management ability of training organizers, while personality had negative but significant correlation with extension management ability. Remaining socio-psychological variables viz., attitude towards delegation of authority, perceived workload, job involvement, job stress, achievement motivation and style of supervision had non-significant correlation with extension management ability. This may be due to that in the present study, the image of training organizers was measured by their

subordinates and the positive and high response of subordinates in respect to image might have increased the interest and work temperament of training organizers to work effectively leading to their higher managerial ability of extension work. In respect of attitude towards extension work in any organization, the attitude of it's employees towards their work has a great bearing on it's success or failure. The favorable attitude towards extension in the present study might have psychologically favored to do better in their job work resulting in better managerial ability of extension work. In case of personality, the subordinates may have believed that their training organizers are not competent enough to take self decision as they approaching frequently due to poor decision power as extrovert persons which are always talkative and sociable as well as frequently discuss with their subordinates before taking important decision. Hence, they may have ranked such training organizers on low extension management ability.

CONCLUSION

From the above findings, it can be concluded that the extension management ability of training organizers of Krishi Vigyan Kendras was predominantly medium. The important variables affecting extension management ability were discipline possessed, attitude towards extension work, image, management training received and academic qualification, which indicates their importance in achieving better extension management ability of training organizers of Krishi Vigyan Kendras.

Correlation study suggested that due weightage should be given to such characteristics of the training organizers *viz.*, discipline possessed, academic qualification, attitude towards extension work, image and management training received to achieve higher managerial ability resulting into effective management of extension work in Krishi Vigyan Kendras.

REFERENCES

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