



A Study on Managerial Abilities of Farmer Producers Organization Staff in Rajanna Siricilla Zone of Telangana

Vavilala Priyanka¹, V.K. Singh² and Raj Lakshmi³

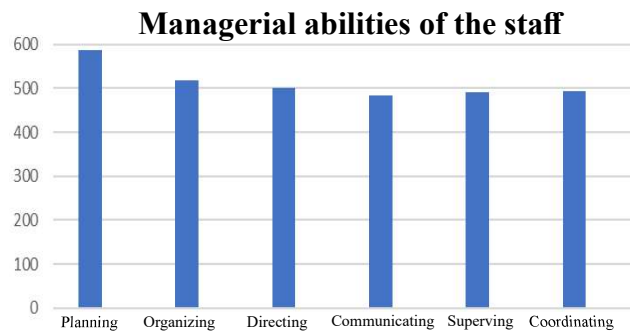
1&3. Ph.D. Scholar, 2. Prof., Dept. of Agril. Ext. Edu., SVPUAT, Modipuram, Uttar Pradesh, India

Corresponding author e-mail : vavilalapriyanka1995@gmail.com

HIGHLIGHTS

- Helps us to study about the various managerial abilities of the FPO staff
- Suggestions for improvement
- Shows the relationship between various independent variables with the managerial abilities of staff.

GRAPHICAL ABSTRACT



ARTICLE INFO

Editor:

Dr. T. Rajula Shanthy

Key words:

Farmer producers’ organization, Managerial abilities, Planning, Organizing, Directing, Supervising, Coordinating, Communicating

Received : 24.05.2024

Accepted : 12.06.2024

Online published : 01.04.2024

doi:10.54986/irjee/2024/apr_jun/153-157

IRJEE METRICS

Google citations - 8695
 h-index - 43
 i10-index - 291
 NAAS rating - 4.99

ABSTRACT

Introduction: Farmer Producers Organizations (FPO) are where farmers become members of the organization to avail the collective benefits of input purchase, usage of machinery and resources, technology, practices and sell their produce in bulk by eliminating middle men allowing the farmer to get a big share of the profits.

Context: FPO staff play an important role in achieving the objectives set forth by the organization and are considered as the resource of the organization. To perform the work efficiently and effectively, there is a need to study about their managerial abilities, identify the lacunae and take up suggestive measures for improvement.

Objective: The purpose of this research was to study the managerial abilities of farmer producer’s organizations staff.

Methodology: Ex-post facto research design was chosen for the study. The state Telangana and zone – III were selected purposively as it has the highest number of FPOs. Out of 66 FPOs in the zone, 40 FPOs were selected using proportionate sampling from each district and within the district randomly. Five respondents were selected randomly from each FPO making up a total sample size of 200. Data were collected with the help of structured schedule through personal interview.

Results and Discussion: The study revealed that the respondents had medium planning ability (53.50%), medium organizing ability (59.50%), medium directing ability (56.00%), medium communicating ability (70.00%), medium supervising ability (66.00%) and medium coordinating ability (56.00%). Overall study reported that majority of the respondent had medium managerial abilities (60.00%).

Farmer Producers Organization (FPO) is an association of producers/farmers which are run by them. It is a catchall term for a group of producers who make different kind of products including agricultural, industrial, artisanal, forestry, animal based, etc. Technical and financial support is provided by the Small Farmers Agribusiness Consortium (SFAC) and National Bank for Agriculture and Rural Development (NABARD) for the advancement of FPOs (Kumar *et al.*, 2023). Chandegara, et al. 2023, reported that farmer producer organizations (FPOs): building bridges to prosperity of farmers in India. Small and marginal farmers, whose average land holding size is less than two hectares make up a majority of the agricultural landowners in the nation who face many obstacles such as lack of access to machinery, technology, equipment's, high-quality inputs at affordable costs, loans, storage facilities, value addition and processing facilities, investments, and poor market access (Adhikari *et al.*, 2021; Amitha *et al.*, 2021; Priyanka *et al.*, 2023). Furthermore, a long chain of intermediaries those frequently operate invisibly in agricultural marketing results in a situation where the producer obtains only a small portion of the value that the final customer pays (Priyanka *et al.*, 2024a). This situation can be improved through aggregation, mobilization and organization of farmers under FPOs by which they can get benefitted from the economies of scale (Kumar *et al.*, 2020; Singh *et al.*, 2021, Priyanka *et al.*, 2024b). It also improves their bargaining power in the market with large buyers, and suppliers of raw materials. The primary goal of FPO is to give producers a better income through their own organization. The success and function of any organization depends on how effective and efficient its staff are, as they are the backbone of company/organization. It is very important to know how effectively they are performing their functions and managing the organization. Keeping these points in mind, an attempt was made to study the various managerial abilities of the staff of Farmer Producers Organization.

METHODOLOGY

The present study was conducted in Rajanna Siricilla zone (which has five districts namely, Medak, Karimnagar, Kamareddy, Rajanna Siricilla and Siddipet) of state Telangana. Ex-post facto research design was used. The state Telangana and zone were purposively selected as it has the highest number of FPOs in the

country. Out of these 66 FPOs, 40 FPOs were selected from each district using proportionate sampling and within the district randomly. Five respondents were interviewed from each FPO, personally using a structured schedule adding up to a sample of 200 respondents. The managerial abilities of the staff were measured using six functions which includes, planning, organizing, directing, communicating, supervising and coordinating. The responses were recorded using three-point continuum with a scoring of 3 for Always, 2 for Sometimes and 1 for Never. The total score of an individual was obtained by adding up the total of all the statements and the respondents were divided into high, medium and low categories on the basis of class interval method. The managerial abilities were ranked from ranks I-VI based on the mean scores. The independent variables were education (x1), trainings received (x2), extension activities (x3), departmental working environment (x4), attitude towards delegation of authority (x5), achievement motivation (x6), job involvement (x7), job satisfaction (x8) and job stress (x9) and the dependent variable was overall managerial abilities of FPO staff (y). Pearson correlation coefficient was used to study the relation between the dependent and independent variables.

RESULTS

Operationally, managerial ability was defined as the cumulative outcome of planning, organizing, directing, communicating, supervising and coordinating scores. Furthermore, all the components were grouped into three categories viz., high, medium and low based on the scores obtained (Table 1).

Planning is considered as a prerequisite for starting and prospering of any organization. Table 1 represents that majority of the respondents (53.50%) had medium planning ability followed by 26.00 per cent with high planning ability. It is because they had good knowledge about the mission, vision and objectives of the organization. Organizing is considered as the backbone and essential for smooth functioning of the management as it combines human, financial and physical resources. With respect to organizing, majority of the respondents (59.50%) had medium organizing ability followed by 35.50 per cent with high organizing ability. Good organizing skills help us to work efficiently with the available resources.

Directing involves tasks like motivation, guidance, and influencing people to ensure that the

Table 1. Distribution of staff according to their various abilities (N=200)

Managerial abilities	No.	%
Planning		
Low (13-15)	41	20.50
Medium (16-18)	107	53.50
High (19-21)	52	26.00
Organizing		
Low (07-08)	10	05.00
Medium (09-10)	119	59.50
High (11-12)	71	35.50
Directing		
Low (10-11)	46	23.00
Medium (12-13)	112	56.00
High (14-15)	42	21.00
Communicating		
Low (07-08)	32	16.00
Medium (09-10)	140	70.00
High 11-12	28	14.00
Supervising		
Low (10-11)	48	24.00
Medium (12-13)	132	66.00
High (14-15)	20	10.00
Coordinating		
Low (07-08)	38	19.00
Medium (09-10)	112	56.00
High (11-12)	50	25.00

tasks are carried out efficiently. In case of directing, majority of the respondents (56.00%) had medium directing ability followed by 23.00 per cent with low directing ability. Good leadership and motivating environment in the organization and among the staff lead to the above results. Communication is very essential for smooth functioning of the organization. If communication fails, it leads to misunderstandings and disputes among the staff and members. With respect to communicating, majority of the respondents (70.00%) had medium communicating ability followed by 16.00 per cent of them with low communicating ability. The staff was in good regular touch with the farmers, officials and provides updated information to the fellow staff and farmers which lead to high communication. Supervising involves looking at whether the work is done accordingly to the plan and rectifying it before it is late. In supervising, majority of the respondents (66.00%) had medium supervising ability followed by 24.00 per cent with low supervising ability. The activities of the organization, subordinates and extent of adoption or rejection of the technology by the

Table 2. Distribution of staff according to their overall managerial abilities (N =200)

Category	No.	%
Low (62-69)	62	31.00
Medium (70-77)	120	60.00
High (78-85)	18	09.00
Total	200	100.00

farmers were supervised regularly by the staff to know whether they are going according to the plan or not. This helped them to have good supervision skills. Coordinating involves bringing a sense of coordination among people, institutes and between people and institutes. With respect to coordinating, majority of the respondents (56.00%) had medium coordinating ability followed by 25.00 per cent with high coordinating ability.

Overall managerial abilities of FPO staff: Table 2 shows the overall managerial abilities of the staff. About three-fifth of the respondents had medium (60.00%) overall managerial abilities followed by low (31.00%) and the remaining 09.00% with high overall managerial abilities, respectively. The probable reason for having medium to low managerial abilities was, as staff were not given proper trainings about the various managerial aspects which was accompanied by the low experience of the staff. The situation can be improved by providing regular trainings to the staff.

Rank order of the managerial abilities of the staff: The rank order of the managerial abilities of the staff was shown in Table 3. The respondents were good at planning which was ranked I with a mean score of 586.92 followed by organizing (519.33) and directing (502.30), with ranks II and III, respectively. The other abilities, coordinating (492.70), supervising (491.84) and communicating (484.15) were positioned at ranks IV, V and VI, respectively.

Correlation of independent variables with managerial abilities (dependent variable): The correlation

Table 3. Rank order of the managerial abilities of the staff

Components	Mean score	Rank
Planning	586.92	I
Organizing	519.33	II
Directing	502.30	III
Communicating	484.15	VI
Supervising	491.84	V
Coordinating	492.70	IV

Table 4. Relation between dependent and independent variables

Variables	'r' values
Education (x_1)	0.18*
Trainings (x_2)	0.16*
Extension activities (x_3)	0.17*
Departmental working environment (x_4)	0.17*
Attitude towards delegation of authority (x_5)	0.28**
Achievement motivation (x_6)	0.38**
Job involvement (x_7)	0.16*
Job satisfaction (x_8)	0.35**
Job stress (x_9)	-0.32**

*Correlation is significant at the 0.05 level (2-tailed)

** Correlation is significant at the 0.01 level (2- tailed)

between independent variables and dependent variable i.e., managerial abilities can be seen in the Table 4. The variables education, trainings, extension activities, departmental working environment, job involvement had positive relation at 5% level of significance whereas the variables job satisfaction, attitude towards delegation of authority, achievement motivation had positive relation at 1% level of significance. The variable job stress had negative relation at 1% level of significance.

DISCUSSION:

Planning is the crucial component of any business/organization. Without proper planning the business would go in vain. Lack of proper business planning was found to be one of the drawbacks of FPOs (Shan, 2016) and the results were in line with that of Gangadhar, 2009. Lack of human, technical and input resources and unavailability of financial resources were the reasons for medium organizing abilities. Similar results were also given by Deepthi *et al.*, 2018. Effective use of resources at all stages of operation can improve the organizing function of the staff. Lack of proper guidance, supervision and technical information were the reasons for medium level of directing abilities. Communication is very crucial at all the stages of operation. An effective communication should be two ways. There was lack of proper supervising skills among the staff. Better supervision helps the organization to look at the quality of the work done by the other staff and rectify the mistakes before it affects the organization. On overall, good number of respondents had moderate level of managerial abilities. Similar results were also found by Bavanji, 2006; Deepthi *et al.*, 2018; Yadav,

2018a; and Yadav, 2018b. To improve the situation, training institutions like NABARD, SFAC and Bankers Institute of Rural Development (BIRD), Lucknow should conduct regular trainings to the staff on various aspects required to run the organization and learning materials for the staff should also be provided. This can be improved by conducting workshop, lectures, case studies, experiential learning and exposure visits to other successful FPOs (Kumari *et al.*, 2023).

CONCLUSION:

For any organization to run effectively and efficiently, the staff play an important role and are considered as the backbone as the success and failure of an organization/ institution depends on the efficiency of the staff. In this study, various managerial functions of the staff were studied and the results concluded medium overall managerial abilities among the staff. In case of individual abilities, planning, organizing and coordinating were found to be at medium level in majority of the respondents followed by higher level among the respondents. The other functions like directing, communicating and supervising were at medium level followed by lower level among the respondents. The variables found to be significant with the managerial abilities were education, trainings received, job involvement, attitude towards delegation of authority, extension activities, achievement motivation, job satisfaction. The limitation of this study was being conducted in only one zone and future researchers can focus on studying about the social, psychological and policy factors that influence the managerial abilities.

Funding: There was no funding support for conducting this research.

Declaration of competing interest: Author has no competing interests.

Data availability: Data would be made available on request.

Acknowledgement: The author is deeply indebted to the respondents who formed the sample for the study.

Appendix: The supplementary data, table, graph in jpeg format for online visibility to the readers are submitted as an appendix.

Authors' contribution: The first author conceptualized, designed, collected data, and prepared the manuscript. The second author supervised the entire study process. The third author contributed to writing and editing.

REFERENCES:

- Adhikari, A.; Pradhan, K.; Chauhan, J.K. and Reddy, S. K. (2021). Analyzing the perceived impact of Farmers' Producer Organization (FPOs) on sustainable economic development. *Indian Res. J. Ext. Edu.*, **21** (2&3): 80-82.
- Amitha, C.D.; Savitha, B.; Sudharani, V. and Laxminarayana, P. (2021). Evaluation of performance of Farmer Producer Organizations (FPOs) in Medak district of Telangana state. *Indian Res. J. Ext. Edu.*, **21**(4): 24-29.
- Bavanji, G.H. (2006). Managerial ability of veterinary officers working under Panchayain Saurashtra region of Gujarat. College of Agriculture, Junagadh Agricultural University, Junagadh.
- Chandegara, Abhay Kumar; Chauhan, Jitendra Kumar; Upadhyay, A.D.; Lahiri, Biswajit; Mahanand, S.S.; Noopur; Kohima and Reena, Halpati (2023). The farmer producer organizations (FPOs): building bridges to prosperity for India's Agri-fish farming. *Indian Res. J. Ext. Edu.*, **23** (4) : 66 - 78
- Deepthi, V.; Rambabu, P. and Gopikrishna, T. (2018). Managerial activities of Agripreneurs – A study in Andhra Pradesh. *J. Res.*, ANGRAU, **46** (3): 66-76.
- Gangadhar, J. (2009). Marketing behaviour of cotton farmers in Warangal district of Andhra Pradesh. Department of Agricultural Extension, College of Agriculture, ANGRAU, Hyderabad, Andhra Pradesh.
- Kumar, S.; Kumar, R.; Meena, P. C. and Kumar, A. (2023). Determinants of performance and constraints faced by farmer producer Organizations (FPOs) in India. *Indian J. Ext. Edu.*, **59** (2): 1-5.
- Kumar, S.; Rao, D.U.M.; Thombare, P. and Kale, P. (2020). Small and marginal farmers of Indian agriculture: Prospects and extension strategies. *Indian Res. J. Ext. Edu.*, **20** (1): 35-41.
- Kumari, N., Bisht, K. and Naberia, S. (2023). Capacity building strategies to enhance core managerial competencies of Farmer Producer Companies of NCR of Delhi. *Indian Res. J. Ext. Edu.*, **23**(3): 1-5.
- Priyanka, V.; Singh, V.K., Singh, L. B.; Singh, D.K.; Vivek; Singh, B., and Prajapathi, C. (2023). Relation between personal profile characteristics of the staff and their attitude towards the Farmer Producers Organization. *Asian Journal of Agricultural Extension, Economics & Sociology*, **41**(10): 53-60.
- Priyanka. V.; Singh, V.K. and Tulasi, G.M.R. (2024b). Analyzing the constraints as perceived by the staff of Farmer Producer Organizations in Telangana. *Indian Res. J. Ext. Edu.*, **24**(1): 101-103.
- Priyanka. V.; Singh, V.K.; Singh, D.K. and Singh, L.B. (2024a). Attitude of the staff towards Farmer Producers Organization – Development and standardization of the scale. *Indian J. Ext. Edu.*, **60**(1): 116-119.
- Shan, T. (2016). Farmer producer companies: Fermenting new wine for new bottles. *Economic and Political weekly*, **1**(8): 15-20.
- Singh, M.; Tiwari, D. and Singh, G. (2021). Attitude of the farmers towards farmer producer organizations (FPOs) in Punjab. *Indian Res. J. Ext. Edu.*, **21**(2):42-45.
- Yadav, S. (2018a). A study on management status and business performance of Farmer Producer Organization in Chhattisgarh plains. M.B.A. Project Report. Department of Agri-Business and Rural Management, CoA, IGKV, Raipur, Chhattisgarh.
- Yadav, S.B. (2018b). A study on managerial skills of extension personnel of Department of Agriculture in Telangana State. M.Sc. Thesis. CoA, PJTSAU, Hyderabad, Telangana.

