CHAPTER: VI
SUMMARY AND CONCLUSION

In this chapter, a nutshell description of the present study in respect of summary, objectives, review, methodology, hypothesis, major findings and conclusion, major implications and suggestions for future research have been given.

6.1 Summary
6.2 Objectives
6.3 Reviews
6.4 Nutshell methodology
6.5 Hypothesis
6.6 Major findings and conclusion
6.7 Empirical model
6.8 Major implications
6.9 Suggestions for further research

6.1 SUMMARY

Democratic governance is the best proved for freedom and equality. Local self-government provides freedom at local level. The Panchayati Raj is a South Asian political system mainly in India, Pakistan, Bangladesh and Nepal. The word “panchayat” literally means “assembly” of five wise and respected elders chosen and accepted by the local community. Panchayati Raj is a system of governance in which Gram panchayats are the basic units of administration. Several steps were taken during British rule in India towards setting-up formal local bodies. The Magna Carta of local democracy in British India was the Ripon Resolution of 1882, providing for rural local boards with two-thirds of membership to be composed of elected, non-official representatives and presided over by a non-official Chairperson. Actual progress in implementation was slow but the role of rural local administration was elevated; and the term ‘self-government’ gained currency. Mahatma Gandhi advocated Panchayati Raj, a decentralized form of government, where each village is responsible for its own affairs, as the foundation of India’s political system. In January 1957, Balwantrai Mehta committee was appointed to study and report the finding on community development programmes based on economy, efficiency and
the extent to which the movement used local leadership. In order to remove the shortcomings of community development programmes such as lack of involvement of local people in the project and wastage of public expenditure, the committee recommended that the entire rural development work should be entrusted to the elected member at the village, the block and the district level. This three tier democratic decentralization was given the name of Panchayati Raj, which was also a tribute to Mahatma Gandhi. The Panchayati Raj institutions in India have traveled a long way to acquire constitutional recognition from a mere mentioning of it in the Constitution in the form of Directive Principles of State Policy (Article 40). Gujarat today is ranked as one of the most developed states in India supported by what is claimed to be fairly effective governance. Gujarat has had a golden history of the Panchayati Raj institutions. It is one of the few states that accepted Panchayats as the institution of self-governance since pre-independence period. The 73rd amendment recognized Panchayat Raj institutions as Institutions of Self- Government. In Gujarat, 14 subjects have been wholly transferred. While five have been partially transferred, 10 still remain with the state. The transferred subjects include agriculture, minor irrigation, animal husbandry, rural housing, drinking water, roads, culverts and bridges, poverty alleviation programmes, fuel and fodder, minor forest produce, markets and fairs, health and sanitation, family welfare, women and child development, welfare of the weaker sections and scheduled tribes. Primary and secondary education, adult and non-formal education, cultural activities, social welfare and maintenance of community assets constitute the five subjects that are partially transferred. However with regard to transfer of power and responsibilities and the three F’s - funds, functions and functionaries- the states have taken very good steps. The three F’s are essential ingredients for smooth functioning of Panchayat Raj institutions. The last one that is functionaries is very important since it is the human resource which transfers the ideas into action.

Leadership, social and political is as important in modern times as it had been during the ancient and medieval times. The utilization of rural leaders is essential because, extension in India has a long tradition of using leader in extension work. Extension worker as an outsider may not have complete knowledge about different aspects of village community nor they are supposed to have similar perceptions and feelings about village problems as local people may have. Thus, there are good
reasons to use such people who belong to the community. Again leaders by virtue of their influences can convey messages of development more convincingly in the people’s language. They can also help to get social sanction for development. Leaders can also help in enlisting participation of people in programmes of their own development. It is possible to organize people around concrete problems. Leaders can use their influence and skills to bring people together and empower them to take action for their development. The local self-government institutions are expected to plan and implement the programmes for rural, agriculture, horticulture and allied sectors. Heads elected to the various Panchayat Raj institutions are therefore very important because they are not only politically influential, but because they are direct carriers of knowledge of rural & agricultural development programmes and rural people are convinced to a greater extent by them.

However, their success and efficiency depends upon the leadership behaviour in taking decisions in favour of farmers and based on the knowledge possessed by them about rural, agriculture development. Considering this the researcher proposes to discuss and analyse the leadership behaviour of the Heads of Panchayat Raj for agricultural development in South Saurashtra zone. So, the present investigation i.e. ‘Leadership Behaviour of Heads of Panchayat Raj Institutions for Agricultural Development Programmes in South Saurashtra Agro-climatic Zone’ was designed with the following objectives.

6.2 OBJECTIVES OF THE STUDY

The overall objective of this investigation will be to study leadership behaviour of the heads of Panchayat Raj Institutions for agricultural development. The specific objectives of this study will be as under:

1. To study the personal and socio-economic profile of Heads of Panchayat Raj institutions.

2. To develop and standardize a scale to assess leadership behaviour of Heads of Panchayat Raj institutions.

3. To assess the extent of knowledge of Heads of Panchayat Raj institutions about agricultural development programmes.
4. To study the association between selected characteristics of Heads of Panchayat Raj institutions with their leadership behaviour.

5. To analyze the factors influencing leadership behaviour of Heads of Panchayat Raj institutions.

6. To find out the constraints faced by the Heads of Panchayat Raj institutions in implementation of agricultural development programmes.

7. To seek suggestions from Heads of Panchayat Raj institution to overcome the constraints in implementation of agricultural development programmes.

6.3 REVIEW OF LITERATURE

A brief account of literature reviewed were presented under seven heads viz., selected profile of respondents, dimension wise leadership behaviour of heads of panchayat raj institutions, categorization of respondents based on leadership behaviour index, knowledge of the respondents about agricultural development, impediments faced by respondents and to seek suggestions to overcome the problem faced by them.

6.4 NUTSHELL METHODOLOGY

This study was conducted by using an ex post facto research design. It is systematic empirical enquiry in which the scientist does not have direct control over the independent variables because their manifestations have already occurred or they are inherently not manipulated (Kerlinger, 1969).

The study was conducted in South Saurashtra agro-climatic zone of Gujarat state covering, Amreli and Junagadh districts. Heads of Panchayat Raj institution at three tiers viz. district panchayat, taluka panchayat and village panchayat were the respondents of the study. Two presidents, 14 chairmans of various committees at district panchayat, six taluka panchayat chairman and 150 sarpanch’s of village panchayats were comprising in the sample of 172 respondents. The data were collected through pre-tested Gujarati language version of interview schedule. Personal interview schedule is considered to be the most important tool and the researcher could get most authentic first hand information. The interview tools were borrowed keeping in views the objectives of the study and was common for all the respondents. In formulating the questions and statements for the schedule, the investigator requested for opinion and guidance of the major guide, used available literature and
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consulted experts from zilla panchayat, Ph. D. scholars and extension educationist of Junagadh Agricultural University, Junagadh.

The independent variables undertaken in this study like age, education, gender family type, family size, land holding, occupation, annual income, social participation, extension participation, trainings undergone, political background, risk orientation, self confidence, attitude towards agriculture, cosmopolitaness were measured with the help of suitable scale and procedures with due modification. A scale was developed to measure the independent variable leadership behaviour of heads of panchayat raj institutions.

The data were collected with the help of structural interview schedule. The collected data were classified, tabulated and analyzed in order to make the findings meaningful. The statistical measures such as percentage, mean, mean score, standard deviation, coefficient of correlation, regression analysis, discriminant function analysis and path analysis were used.

6.5 HYPOTHESIS OF STUDY

H₀: 1 There is no relationship between the leadership behaviour and profile characteristics of the respondents.

6.6 MAJOR FINDINGS AND CONCLUSION

6.6.1 Profile characteristics Heads of panchayat raj institutions

6.6.1.1 Age

The study indicated that majority (47.70 per cent) of the respondents were from middle age category followed by old age (34.30 per cent) and young age group (18.00). It can be concluded that younger respondents are perhaps more persuaded to contest elections and look forward to a long career in politics. Thus, the new political culture, pushing back the old belief that higher age signifies maturity and knack of solving ticklish problems has brought youngsters to forefront in the emergence of leadership.

6.6.1.2 Gender

Researcher revealed that out of 172 respondents 31.40 per cent were female representatives and 68.60 per cent were male chair holders in panchayat raj institutions. It can be concluded that almost two decades into the enactment of the 73rd
constitutional amendment act, for the obvious reasons there was reportedly growing interest in the local governance on women as representatives of gram panchayat. These women leaders are slowly moving towards the leadership scale and changing the face of village politics by giving new direction to the empowerment, highlighting their problems and finding solutions to make it successful.

6.6.1.3 Education

The present study showed that more than half of the respondents were having high and middle school education (18.02 and 33.72 per cent respectively). Almost all except meager per cent (02.32) of respondents recognized the need for education. From above facts it can be concluded that since respondent had become members of very important political organizations, educated or being literate was helping them to understand the rules, regulations and fulfill the objectives of Panchayat Raj Institutions and help them in carrying out their day-to-day functions.

6.6.1.4 Family type

As far as the findings are concerned, 29.70 per cent of the respondents were belonging to the nuclear family and 70.30 percent of respondents were members of joint family owing to the fact that most of their properties still were in joint holdings and also predominance of joint families is common feature among the agrarian societies.

6.6.1.5 Family size

Outcome disclosed that about three fourth of the respondents belonged to medium size families and large families. It can be concluded that small family norms have not been practiced by these respondents. The large family size has its own benefits, as it provides for leisure time from household responsibilities to an individual which he can utilize for social cause.

6.6.1.6 Land holding

It was evident from analysis that majority of the respondents belonged to families with 2.1 ha to 4 ha of land (semi medium land holding) and nearly ten per cent of the respondents were having big land holding. It can be concluded that land owning families were more persuaded to contest in the elections by their community/political parties/families. The study also revealed that 6.40 per cent of leaders were
landless and wage earners reflecting success of democratic decentralization in absorption of the people from socio-economically oppressed classes of society by providing them chance of representation.

6.6.1.7 Annual income

Result exposed that more than fifty per cent (26.74 per cent and 27.33 per cent) of the respondents were from income group of Rs. 50,001 to 1,00,000/- and Rs. 1,00,001 to 1,50,000/- respectively. About 29 per cent of the respondents were from high income group i.e. more than Rs. 2 Lac per annum. It can be concluded that those who had economic strength were persuaded to contest in the local elections by their community and political parties and as a matter of fact in the rural scenario, those are the rich who contested and emerged as leaders in local elections. The results also indicated that economically under privileged respondents (08.72 per cent having income up to Rs. 50,000/-) also had sought representative positions as a result of right of equal opportunity served by the constitution through reservations.

6.6.1.8 Major occupation

Observation indicated that, majority (86.05 per cent) of the respondents occupation was agriculture followed by wage earners (07.55 per cent) and 06.39 per cent owing small or large business entity. It can be concluded that, in agrarian society like Indian society one’s knowledge and competencies required in an occupation, which is agriculture at the countryside is a determining factor towards leadership. Also people tend to rely more on representatives of such background for the obvious reason of natural familiarity and expectation of identifying and attending local grievances.

6.6.1.9 Political Background

Observations indicated that, a majority (69.76 per cent) of the respondents were not having any political background and 30.24 per cent of the respondents were having political background. It can be concluded that the bearing of the family political background on the emergence of leadership was on the decline. Plausible reason for this might be socio-political awareness among the people about their rights and entitlements brought under in last few decades and constitutional framework that
provides opportunity to candidates who are cultivated in practical capabilities, educated and virtuous in both public and private life.

6.6.1.10 Social participation

Data revealed that, majority (58.72 per cent) of the respondents had medium level of social participation followed by 23.83 per cent having high and 17.45 per cent of respondents were having low social participation. It can be concluded that, the political party affiliation of the respondents might had an influence on the participation in political activities and membership of political party serves as dual purpose in developing the personality of an individual.

6.6.1.11 Trainings undergone

The study revealed that majority (65.12 per cent) of the respondents were categorized in the group of medium trainings undergone while equal number of the respondents (17.44 per cent each) were in high and low group, respectively. Thus it can be concluded that, almost all the respondents had undergone at least one three day’s formal training organized through panchayat raj institutions as orientation training related to functioning of panchayat system after their election as institutional head.

6.6.1.12 Extension participation

It was evident from the study that, majority (55.82 per cent) of the respondents were in medium extension participation category followed by 23.83 per cent of respondents who were in high extension participation category. It can be concluded that, attribution for this high participation is due to their position as Head of Panchayat Raj Institution. Being the office bearer they get co-operation from the government officials of line departments and in general the officials assert their superiority seeking their participation while conducting training programmes, organizing field days concerned also department officials invite the respondents as chief guests to inaugurate the training programmes, field days on the farmers field, naturally their participation in the above programme is high.

6.6.1.13 Attitude towards agriculture

It was observed that, majority (58.72 per cent) of the respondents had medium level of attitude towards agriculture followed by 23.83 per cent and 17.45 per cent of
the respondents who were in category of low and high attitude towards agriculture, respectively. From the results it can be concluded that, majority of heads who were engaged in agriculture with higher aspirations was a factor of determining the positive attitude towards agriculture and the probable reasons attributed for this is respondents linkage with the officials of line departments leading to higher interactions than normal farmers.

6.6.1.14 Cosmopoliteness

The study reflected that, majority (54.65 per cent) of respondent were in medium category of cosmopoliteness followed by nearly one forth (24.42 per cent) with high cosmopoliteness and only 20.93 per cent were in low cosmopoliteness category. It can be concluded from the above findings that, the heads of panchayat raj institutions, by virtue of their position have to go to district and taluka head quarters to attend the meeting convened by presidents of zilla panchayat, deputy commissioners and also development committee meetings and the zilla and taluka panchayat presidents were visiting capital cities to attend the meeting convened by ministry of rural development and panchayat raj, which helped the respondents to develop cosmopolite outlook.

6.6.1.15 Risk orientation

It was evident from the study that, majority (48.84 per cent) of the respondents were from medium risk orientation category followed by 32.56 per cent and 18.60 per cent respondents falling under low and high risk orientation category respectively. It can be concluded that being a socio-political leader Heads of panchayat raj institutions has to take decisions that are not in convergence of people or society where at several times they are putting at stake their own reputation as well as career. Since, heads are elected by members they used to take high risk; otherwise it is difficult to implement various rural development projects. That was the main reasons for majority of the heads were categorized under medium to high risk orientation.

6.1.1.16 Self confidence

Observations indicated that, 58.14 per cent of the respondents were from medium category of self confidence level followed by 23.84 per cent of respondents hailing in the high self confidence level category. It can be concluded that, the high
level of self confidence is must for a head of panchayat raj institution for performing the role of a liasoning between all working departments at the given root level in particular.

6.6.2 Dimension wise leadership behaviour of heads of panchayat raj institutions.

6.6.2.1 Achievement motivation

It was apparent from results that majority (48.84 per cent) of respondents were having medium level of achievement motivation, followed by 18.60 per cent of the respondents having high level of achievement motivation and 32.56 per cent of them having low achievement motivation. It can be concluded that as majority of respondents were new entrants in to the local self government and they had completed just more than a year of tenure as elected representative and had strong inner potential, commitment and will power to achieve their goals and the spirit of this motivation guides them in to the right path.

6.6.2.2 Communication skills

It was observed that as many as 38.37 per cent of the respondents were from high category of communication skills, 43.03 per cent of them were having medium category followed by 18.60 per cent in low category for the indicator communication skills. It can be concluded from above results that respondents have to preside over general body meetings involving all the development departments need to deliver the guidelines, procedures and methods of development programmes to members in an effective way. Hence, they might have shown better communication skills.

6.6.2.3 Operational skills

The data pertaining to operational skills as an indicator of leadership behaviour reflected that as many as 64.54 per cent had medium level of operational skills followed by 19.76 per cent had low and 15.70 per cent had high level of operational abilities. It can be concluded for the results that, reasons ascribed for medium to low level of operational skills were due to low planning, organizing, supervising and coordinating abilities in performing various panchayat activities and representatives in diverse and multifaceted roles were unable to justify the political roles with in available resources.
6.6.2.4 Decision making skills

An overview of the study revealed that majority (51.74 per cent) of respondents were from medium category of decision making skills followed by 29.06 per cent in high and 19.20 per cent in low categories for the indicator, decision making skills. It can be concluded from above results that, reason for this low decision making skills might be lack of knowledge, awareness, education, family restrictions observed by female respondents and as some argued unnecessary interference of Panchayat raj bureaucracy. Another reason might be that there was still majority of heads of panchayat raj institutions who were guided by the directives of other established members, hence their voices are missing from the key decisions, their skills and viewpoints often remained unheard and ignored.

6.6.2.5 Information behaviour

The study reflected that, there is good number (60.46 per cent medium and 16.86 per cent in high category) of Heads of Panchayat Raj Institutions who seeks information on different kinds of sources, had high potential to harness the active participation in the process of gaining new information, which would have contributed to improve their status at political and community level.

6.6.2.6 Agricultural Progressiveness

The data pertaining to the agricultural progressiveness reflected that majority (60.47 per cent) of the respondents had medium level of agricultural progressiveness followed by 22.67 per cent and 16.86 per cent having low and high level of agricultural progressiveness. Thus it can be concluded that, being the office bearer and head of the institute respondents has to initiate and advocate many development works. Despite negative incidents, they may have to improve in their perception, recognition, respect and confidence in reforms.

6.6.2.7 Power orientation

It was evident from the study that, majority of respondents were from medium to low power orientation category (69.20 and 18.60 per cent respectively) stating that they are liberal with thinking and does not hesitate to share authorities with others; on the other hand 12.20 per cent of the respondents expressed high power orientation. Power orientation means unrestricted access to high economic resources, decision
making processes, keeping knowledge on the process and working of PRI’s, high centered authorities. It can be concluded from the results that, structural framework within which the panchayat raj system functions didn’t allow anyone outright authorities resulting in majority of the respondents were from medium level of power orientation.

6.6.2.8 Reporting skills

It was evident from study that, majority (66.28 per cent) of the respondents were from medium reporting skill category, followed by 24.42 per cent, who were in low reporting skill category. Only 9.30 per cent of the respondents were from high reporting skills category. Thus it can be concluded that still the task related to reporting was mainly handled by the administrative functionaries and respondents had only to go through and keep record of the reporting in Panchayat Raj institutions.

6.6.2.9 Social insight skills

Result exposed that more than 56 per cent of the respondents were in medium category of social insight skills followed by 30.20 per cent of respondents in high category of the social insight skills and 12.79 per cent of the respondents were in low social insight category. It can be concluded from results that, as a representative respondents had got a platform to meet people and maintains intimate interpersonal relations so that they had an opportunity to discuss even personal problems with others. Leaders high in social insights were attuned to their inner signals and recognize how their emotions can affect them, others and the job performance. This is because of their ability to understand others and to interact and relate with other people. This may be partly because being functioning as a representative; there are less incidences of over reacting or loss of emotional control towards their PRI’s officials.

6.6.2.10 Scale for Leadership behaviour and leadership behaviour of the Heads of Panchayat Raj institutions

The analysis of total leadership behaviour was worked out with the help of 66 items covering nine dimensions of leadership namely Achievement motivation, Communication Skills, Operational skills, Decision Making skills, Information behaviour, Agricultural progressiveness, Power orientation, Reporting skills and
Summary and Conclusion

Social insight skills. Leadership behaviour of heads of Panchayat raj institutions was quantified by developing an index called ‘Leadership Behaviour Index’. Different dimensions of leadership behaviour were derived by consultation with the researchers, experts and relevant review materials. During data collection it was observed that majority of the heads of Panchayat Raj Institutions exhibited their response in first three continuum i.e., ‘most oftenly’, ‘oftenly’ and ‘sometimes’. An optimistic response in these parameters would imply that most of the heads exhibited democratic leadership.

The findings presented revealed that more than half (52.90 per cent) heads of Panchayat Raj Institutions belonged to ‘medium’ level of leadership behaviour, followed by 30.24 per cent and 16.86 per cent ‘high’ and ‘low’ level of leadership behaviour, respectively on the basis of developed leadership behaviour index.

The constitutional framework allows them to work in harmony with other members restricting to keep gratuitous authority in hand and maintaining intimate interpersonal relations. As majority (52.90 per cent) of the respondents were in medium level with all this characteristics with achievement motivation, power orientation, communication skills, information behaviour and progressiveness are best fitted in transformational type of leadership behaviour.

Still attributing to the education, income, confidence levels, the respondents in low levels (ranging from 18 per cent to 33 per cent) with inability to identify technicalities involved in reporting, decision making skills, operational skills, achievement motivation and information behaviour are more reliant on administrative wing for task compliance giving free hand to subordinates and other members, can be appropriately grouped under laissiz faire type of leadership behaviour. Thus it can be concluded taking into consideration all the above aspects the heads that are friendly, easily approachable and show interest in others in getting the things done in their favour. The heads elected to various Panchayat Raj Institutions might have consulted their respective panchayat members before taking any decision regarding agriculture and rural development.

6.6.3 Relational analysis
6.6.3.1 Correlation analysis

Among the profile characteristics of heads of panchayat raj institutions ten variables viz., education, land holding, annual income, occupation, social participation, trainings undergone, extension participation, attitude towards agriculture, risk orientation, and self confidence were found to be highly positive and significantly related with the leadership behaviour of heads of panchayat raj institutions.

Age and political background were found non-significant and negatively correlated with the leadership behaviour of heads of panchayat raj institutions.

Gender, Cosmopoliteness, Family type and family size failed to show any significant correlation with leadership behaviour of heads of panchayat raj institutions.

6.6.3.2 Multiple regression analysis

6.6.3.2.1 Variable predicting leadership behaviour of Heads of Panchayat Raj institutions

Out of sixteen fitted independent variables ten variables viz., education, land holding, annual income, occupation, social participation, extension contact, attitude towards agriculture, cosmopoliteness, risk orientation and self confidence contributed to leadership behaviour of respondents. The order of contribution of these five variables from the highest to the lowest on the basis of the values of standard partial regression coefficient was education, extension contact, self confidence, risk orientation, attitude towards agriculture, and annual income.

6.6.3.3 Discriminant function analysis

The results reflected that all the independent variables together could significantly discriminate the male and female leadership behaviour as revealed by the significant ‘D’ value tested for its significance using the corresponding ‘F’ value, which implies that, all the 15 variables together were responsible for discriminating the male and female leadership behaviour of the Heads of panchayat raj institutions. Relatively higher mean difference was observed in case age (7.09) extension contact (7.48), attitude towards agriculture (2.08), risk orientation (1.02), trainings received (0.58) and sociopolitical participation (0.58). The traditional bindings on the women
limits their participation in various public activities reflecting difference in mean scores with extension contact (7.48), attitude towards agriculture (2.08), risk orientation (1.02), trainings received (0.58) and social participation (0.58) and it was concluded that, usually women agree with such an assessment, and let their husbands do their work as representatives.

The results also revealed that the main variables that discriminating between the two populations of male and female heads of panchayat raj institutions were age (0.885), education (0.640), land holding (0.245), and risk orientation (0.239) while family type (-0.022), family size (-0.158), political background (-0.380), attitude towards agriculture (-0.113) and extension contact (-0.032) were bringing them closer. As could be concluded that, age, education, land holding and risk orientation were the major characteristics classifying the male and female respondents. Their respective contribution in discriminating the two groups were 88.37, 3.65, 3.13 and 3.43 per cent. Wilks' Lambda derived was 0.774 and overall value is close to one which indicates high group difference. The value of chi square is 41.385 which was significant at 1 per cent level of significance.

6.6.3.4. Path analysis showing direct and indirect effects of independent variables on leadership behaviour of Heads of Panchayat Raj institutions

Path analysis made it clear that, the highest direct positive influence on leadership behaviour of the respondents was exerted by extension contact (0.3857) followed by education (0.2797), self confidence (0.2428), risk orientation (0.1816), annual income (0.1439) and cosmopoliteness (0.1429). Remaining variables did not exhibit considerable direct effects on leadership behaviour of the respondents. The results also revealed that, variables viz. age, gender political background, family type, family size, trainings undergone exerted highest negative direct effects on the leadership behaviour of the respondents. The influence of these variables were more due to their indirect effect channeled through other independent variables, mainly through risk orientation, self confidence, cosmopolitaness, socio-political participation and extension contact.
6.6.4 Constraints faced by the Heads of Panchayat Raj Institution in implementation of agricultural development programmes.

Result exposed that that majority of the heads of panchayat raj institutions consider ‘inadequacy of devolution of power’ (73.25 per cent) followed by ‘insufficient funds for development work’ (68.02 per cent) which was ranked I & II constraints being faced by them during performing their expected duties that have made to keep developmental work incomplete and happen to received many complaints from villagers. The present study also revealed that ‘Panchayat functionary more loyal to higher officials but not to Heads of PRI’s’ in almost all the line departments and ‘Bureaucracy and higher level politicians try to keep the local leaders minimal’ were major constraints given by 63.37 per cent and 61.04 per cent of respondents respectively. It was also revealed that ‘Lack of regular training to elected representatives and ‘Lack of information technology (IT) knowledge’ was given as a constraint by about sixty per cent of respondents. The reason reported by respondents is the training arranged at inception of their tenure to orient them with panchayat raj functioning is of limited period of three days which is insufficient to get an over view and follow up training programmes are not been implemented. Again as government policies are pressing on paperless and speedy procedures of proposal and sanctions particularly with subsidy and insurance component, 59.88 per cent of the respondent gave limited knowledge of information technology as important constraint making them handicapped in knowing many updated rural development programme guidelines to be implemented in their respective villages and leading to both lack of timely information of development programmes and delay in sanctioning from upper level which was quoted as constraint by almost 56 per cent of respondents.

‘Lack of proper infrastructure at Panchayat office’ and ‘lack of proper staff strength’ was found to be valuable constraints in performing their expected roles and was quoted by 55.23 per cent of respondents. The study also found that ‘lack of co-operation and unity among the elected representatives’ (49.41 per cent) and groupism in gramsabha hindering expected performance towards agricultural and overall village development. The reason as reported by the respondents was that most of the times villagers informed that gramsabha is not so important to them which again reflect to another constraint i.e ‘Efforts remains unrecognized.’ & lack of peoples interest in
development work (43.60 per cent) and pressure of peoples expectations (46.51) which is result of less awareness among people about resources and limitations of panchayats.

6.6.5 Suggestions given by the Heads of Panchayat Raj Institution for effective implementation of agricultural development programmes.

The study reflected that, insufficient staff position in panchayats was major concern with the respondents and majority (68.02 per cent) has suggested to increase staff with panchayat, followed by making administrative procedures quick and avoiding unnecessary delay in sanctions was the suggestion given by 66.86 per cent of respondents which ranked second and provision of sufficient development grants (63.95 per cent) ranked third. For any development activity to take place the three important factors play a crucial role, commonly known as M$^3$, money, manpower and machinery that functions smoothly. So majority of the respondents suggested for adequate funds, sufficient manpower and efficient administrative procedures. Allotment of funds is done by the recommendations of finance commission on population basis and meager growth is reported over the years. Most of the times government allots equal funds to equally populated panchayats. But some panchayats have wider coverage with many problems in villages. Hence majority of the respondents have suggested for providing area and population based and regular allotment of funds to panchayat. Training is an important component for developing the managerial ability of the office bearers. If heads of panchayat raj institutions do not know the administrative procedures and functions of panchayat raj it will be difficult for them to take necessary decisions while functioning in the office. Hence proper training to newly elected members and office bearers was suggested by 61.04 per cent respondents. Seventh and most important suggestion offered by respondents was bringing about awareness among the people about resources and limitations of panchayats (55.81). One of the most important suggestions concerning to the study, made by respondents was adequate staff for computer network facilities (VCC) should be provided to each Gram panchayat on regular basis. It was observed during study as most of the development schemes initiated by government requires beneficiary to enroll himself for online procedure.
6.8 **MAJOR IMPLICATIONS**

In the light of findings of the study and from the personal experiences of researcher gained by the respondents, following implications are made for the effective utilization of leadership behaviour and leadership nature in the society by the planners, policy makers and administrators working in the area of agricultural development.

- Majority of respondents had middle school education followed by primary schooling and functional literacy. Education of people's representatives themselves would encourage them to participate in community activities to take up leadership role. Hence a crash programme must be launched by the development partners for making all the respondents literate in the shortest possible time. The current literacy programmes being operated by the Ministry of Human Resource Development can be modified to take care of this task. States like Maharashtra, Haryana has imposed minimum educational qualification for the aspirants in panchayat raj institutes on the same verge minimum educational qualification can be made mandatory to contest elections in local self governments considering necessary situational factors.

- It was found from the study that respondents information behavior, reporting skills and operational skills were medium to low indicating that access to authentic information about the system of local governance, their roles and responsibilities and financial resources available to them, knowledge of administrative functions were the first and foremost requirement. Hence, thrust should be given to impart capacity building measures for the required respondents.

- The results shown that respondents had expressed their need for knowledge regarding information technology. Hence, help can be taken from voluntary agencies to conduct trainings and workshops to enlighten them to utilize mass media in this era of technology revolution for effective role performance. Respondents can motivate themselves by viewing success stories of panchayat raj institutions through You tube/browsing, internet, etc. In these days of technology revolution usually people of respective constituencies upload the
dynamic leader’s successful role performance in order to motivate their counter parts.

- It was found from the study that a considerable percent of the respondents have not undergone training or had expressed that trainings undergone were insufficient. Hence training must be made compulsory to the respondents and imparted by the relevant training institutes at local area with the support of the government or assistance from the donor agencies/development partners. An instructional handbook on powers, rights, functions and management of the panchayat raj activities must be provided to the trainees in their local language for future reference.

- The study revealed that decision making skills among the respondents was found to be medium to low which indicating that thrust should be given to capacitate respondents otherwise, influential persons in the area will take hold of panchayat administration as per their benefit.

- Social insight skills of respondents were found to be medium and should be increased in order to maintain good relations which are very much essential for getting cooperation of villagers for efficient discharge of their duties. Therefore, efforts should be made by government and voluntary organizations to impart such kind of soft skills. This can help them to contain impediments faced by them due to groupism and non-cooperation from villagers.

- The data on leadership dimensions revealed that among nine identified traits respondents were categorized in medium to high categories in respect of dimensions namely communication skills, decision making skills and social insight skills. Hence, training should be provided periodically and continuously to enhance their individual leadership capabilities.

- In any case, the competencies of the representatives need to be enhanced. This could be achieved through several training and induction mechanisms. However, importance to training can be attributed only when the leaders perceive their work and rural development to be a career in itself. The creation of a separate cadre could infuse such a perception and the training, skill updating and professionalism which are so desirable at this juncture.
STRATEGIES FOR CAPACITY BUILDING OF PANCHAYAT RAJ REPRESENTATIVES.

In the light of findings of the study and from the personal experiences of researcher gained by the respondents, an attempt has been made to provide for the strategies for capacity building of panchayat raj representatives.

- NGOs have traditionally assumed a gap-filling role by paying more attention to those people who have not yet been reached. New avenues can be explored by harnessing NGO capacities in mobilization, Micro planning, Building PRI capacity, and Support in implementation of development programmes. Roles for NGOs could be worked out as per their core competence and track record of implementation. Gujarat has number of NGO’s like Agakhan Rural support, DISHA, Foundation for Public Interest and Gramvikas Trust also multistate NGO’s like UNNATI working in the areas of education, gender, local governance, community participation, rural development and social justice, each having its own competencies and focus which can be utilized effectively.

- There is urgent need of ‘Communitization of Capacity Building’, Innovative experiments in panchayats and rural development areas across state can be recognized as ‘Centre’s for excellence for Community Learning’ for imparting training in rural development. An expert group needs to be set up to identify rural development initiatives across the state. Eg. e-gram project Valukud village panchayat of Ghogha taluka of Bhavnagar district. Devrajiya in Amreli tehsil of Amreli district, Vyara-where Meena Behen is the first woman Sarpanch her village had seen.

- The traditional bindings on the women limits their participation in various public activities and was reflected with difference in mean scores of extension contact (7.48), attitude towards agriculture (2.08), trainings received (0.58) and social participation (0.58). So in case of women respondents’ curriculum and media should be adequately utilized so as to change patriarchal social values and encourage women towards leadership roles and activities. In all formal and non-formal schools, proper training and exposure to the legal and political rights of women should be given to bring about attitudinal changes among both men and women.
Regarding agricultural development programmes it was expressed by the respondents that panchayat raj institutions are undermined with development programmes and state is keeping the authorities with state agriculture department delineating the powers with panchayat raj institutions. There is need to strengthen the panchayat raj institutions particularly zilla panchayat.

For identifying the beneficiaries and initiating or implementing situational development programmes, zilla panchayat should be the body where, all the development activities should be decided then implemented by other departments, a standing committee comprising district level department officials and members should be formed which will provide co-ordination between zilla panchayat and departments and will also provide work and responsibilities to various PRI members. The setting up of an exclusive body to look into matters relating to the Personnel and Administrative policies. This would keep the PRIs free from the policy influences of the State.

Extension agencies can play a vital role in linking leaders in training, academicians and practitioner policy makers for agriculture development by promoting and attracting representatives with proven leadership potential and concern for agriculture development in particular and public affairs in general.

6.9 SUGGESTIONS FOR FURTHER RESEARCH

1. A comparative study on leadership behaviour can be taken up by analyzing the gender differences.

2. The same study could be conducted with a larger sample of panchayat raj heads as it is necessary to confirm various findings and explore various theoretical explanations.

3. Future studies can be taken up leadership behaviour of district, taluka level representatives separately in Panchayat Raj institutions.

4. Future studies on performance of panchayat raj leaders in PRIs can adopt qualitative approaches such as in depth case studies, investigating reports and participant observation.

5. A study can take up considering different factors contributing for development of leadership among women.