

**LEADERSHIP BEHAVIOUR OF PRESIDENTS OF  
PANCHAYAT RAJ INSTITUTIONS FOR  
HORTICULTURE DEVELOPMENT IN BIJAPUR  
DISTRICT OF KARNATAKA**

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# CONTENTS

Sl. No.	Chapter Particulars
	CERTIFICATE
	ACKNOWLEDGEMENT
	LIST OF TABLES
	LIST OF FIGURES
	LIST OF PLATES
1.	INTRODUCTION
2.	REVIEW OF LITERATURE
	2.1 Concept of leadership
	2.2 Leadership pattern/ styles
	2.3 Leadership traits
	2.4 Role of leaders
	2.5 Profile of presidents of Panchayat Raj Institution
	2.6 Knowledge level of panchayat presidents
	2.7 Association between selected characteristics of presidents of PRI with their leadership pattern
	2.8 Suggestions from presidents for better performance of Panchayat Raj Institutions
3.	METHODOLOGY
	3.1 Profile of the study
	3.2 Sampling procedure
	3.3 Nature and sources of data and selection of respondents
	3.4 Variables and their measurements
	3.5 Procedure followed in data collection
	3.6 Statistical tools used in the study

*Contd....*

<b>Sl. No.</b>	<b>Chapter Particulars</b>
4.	RESULTS
	4.1 Profile characteristics of presidents of Panchayat Raj Institutions
	4.2 A scale to measure leadership pattern of presidents of Panchayat Raj Institutions
	4.3 Knowledge level of Panchayat Raj Institutions about Horticulture development
	4.4 Association between selected characteristics of presidents of Panchayat Raj Institutions with their leadership pattern
	4.5 Suggestions of the presidents for better performance of Panchayat Raj Institutions
5.	DISCUSSION
	5.1 Profile characteristics of presidents of Panchayat Raj Institutions
	5.2 Leadership pattern of presidents of Panchayat Raj Institutions
	5.3 Knowledge level of presidents of Panchayat Raj Institutions about Horticulture development
	5.4 Association between selected characteristics of presidents of Panchayat Raj Institutions with the leadership pattern
	5.5 Suggestions of presidents for better performance of Panchayat Raj Institutions
6.	SUMMARY AND POLICY IMPLICATIONS
	REFERENCES
	ABSTRACT

## LIST OF TABLES

Table No.	Title
1.	Profile of presidents of Panchayat Raj Institutions
2a.	Social participation of the respondents
2b.	Overall social participation of the respondents
3a.	Extension participation of the respondents
3b.	Overall extension participation of the respondents
4a.	Mass media participation of the respondents
4b.	Overall mass media participation of the respondents
5a.	Value orientation
5b.	Overall value orientation of the respondents
6a.	Distribution of respondents according to their cosmopolitaness
6b.	Overall cosmopolitaness of the respondents
7a.	Distribution of respondents according to decision making ability
7b.	Overall decision making ability of the respondents
8a.	Distribution of respondents according to risk orientation
8b.	Overall risk orientation of the respondents
9a.	Distribution of respondents according to achievement motivation
9b.	Overall achievement motivation of the respondents
10.	Leadership pattern of presidents of Panchayat Raj Institutions
11.	Gender-wise leadership pattern of respondents
12.	Dimension wise leadership pattern of presidents of Panchayat Raj Institutions
13a.	Knowledge level of presidents of Panchayat raj institutions about horticulture development
13b.	Overall knowledge level of the respondents about horticulture development
14.	Correlation coefficients between selected independent characteristics of the respondents with their leadership pattern

*Contd.....*

<b>Table No.</b>	<b>Title</b>
15.	Regression analysis between selected independent characteristics of presidents of Panchayat Raj Institutions with the leadership pattern
16.	Path Coefficients showing direct, indirect and substantial indirect effect of independent variables on dependent variables leadership pattern of respondents
17a.	Discriminant function and coefficients of characterization of respondents of male and female leadership pattern
17b.	Discriminant function results
18.	Suggestions of Presidents for effective Performance of Panchayat Raj Institutions

## LIST OF FIGURES

Figure No.	Title
1.	Leadership is direct and dictatorial in nature
2.	Leadership is participative
3.	Leader is open to receive input from follower
4.	The group operates autonomously from the leader
5b.	Conceptual framework of the study
5b.	Map of the study area
6.	Profile of presidents of Panchayat Raj Institutions
7a.	Social participation of the respondents
7b.	Overall social participation of the respondents
8.	Overall extension participation of the respondents
9.	Overall mass media participation of the respondents
10.	Overall value orientation of the respondents
11.	Overall cosmopolitaness of the respondents
12.	Overall decision making ability of the respondents
13.	Overall risk orientation of the respondents
14.	Overall achievement motivation of the respondents
15.	Leadership pattern of presidents of Panchayat Raj Institutions
16.	Gender-wise Leadership pattern of respondents
17.	Dimension-wise leadership behaviour of presidents of Panchayat Raj Institutions
18a.	Knowledge level of presidents of Panchayat Raj Institutions about horticulture development
18b.	Overall knowledge level of the respondents about horticulture development
19.	Correlation coefficients between selected independent characteristics of the respondents with their leadership pattern

*Contd.....*

<b>Figure No.</b>	<b>Title</b>
20.	Regression analysis between selected independent characteristics of presidents of Panchayat Raj Institutions with the leadership pattern
21.	Discriminant function of respondents of male and female leadership pattern
22.	Suggestions of presidents for effective performance of Panchayat Raj Institutions
23.	Empirical model for the study

## LIST OF PLATES

<b>Plate No.</b>	<b>Title</b>
1.	Office of Zilla Panchayat, Bijapur
2.	Office of Taluk Panchayat, Bijapur
3.	Office of Gram Panchayats (Horti and Ballolli)
4.	Researcher is addressing elected representatives at state level seminar organized under National Horticulture Mission
5.	Researcher is collecting information from president of Zilla Panchayat
6.	Inventory of horticulture development, researcher with Aliabad Gram Panchayat president
7.	Researcher is addressing panchayat members about horticulture development at Atharga Gram Panchayat
8.	Researcher eliciting information from presidents of Benakanahalli and Zalaki Gram Panchayats (Indi Tq.)
9.	Researcher is making interview of Tamba and Tadavalaga Gram Panchayat presidents
10.	Researcher is collecting details from the presidents of Umrani and Hattalli Gram Panchayats (Indi Tq.)
11.	Researcher eliciting information from Karjol and Kakhandaki Gram Panchayats (Bijapur Tq.)
12.	Researcher is in the pomegranate field with panchayat president at Loni B. K. (Indi Tq.)

## LIST OF APPENDICES

Appendix No.	Title
I.	List of scale items
II.	Final leadership pattern scale statements
III.	Statements
IV.	Consistency values of different leadership dimensions
V.	Interview schedule
VI.	Questionnaire
VII.	Statement showing the taluk-wise area, production, yield of the horticulture crops, in Bijapur district of Karnataka state
VIIIa.	List of presidents of Panchayat Raj Institution, Bijapur
VIIIb.	List of presidents of Panchayat Raj Institution, Indi

# 1. INTRODUCTION

India is the largest democracy in the world. The administration in the country is democratic where institutions of Panchayatraj hold a right place in the constitution. India is primarily a land of villages (6,25,000) and the real progress of the country directly depends upon progress of these villages. The rural people need to be involved in planning, decision making, monitoring and execution of development programmes in order to hasten the process of development. Unfortunately, the people are not actively involved in the development process because of the obvious reasons such as; lack of awareness, education, knowledge etc. Hence, eliciting participation of people is crucial for successful implementation of agriculture and rural development programmes.

Providing infrastructure for rural development has been a continuous process since the beginning of first five year plan. What has thus evolved is complex and varied and the details may differ from state to state. However, efforts for appropriate institution building and to change value system have common strategies for providing rural infrastructure for development throughout the country. Since independence, the beneficiaries of the various development programmes have been kept perpetually at the receiving end without making them feel that the programmes are of the people, by the people and for the people. It is the lack of people's participation which accounts for the major weakness of the system leading to under fulfillment of the objectives of rural development. People's participation is thus, essential not only to enlist the support of the masses for development policies but also to seek their whole hearted participation in both formulation and implementation of policies and programmes. In order to be meaningful, development endeavors have to be based on felt needs of the people to whom they are meant. It is because of this fact that Panchayat Raj Institutions (PRIs) have been given prominence in India's rural development setup. PRIs are basically political institutions as they are seats of power and authority. Furthermore, most of the development activities are implemented through these institutions. It is worth while, therefore, to critically examine the Panchayatraj movement in the country.

Panchayats or the institution of village council is as old as Indian history. From time immemorial the people in rural India had lived in village as self sustaining and self governing community. Till the advent of British domain the Panchayats continued to function quite vigorously and were fully respected by Mughal rulers. This ancient arrangement suffered a clipping blow during the British rule. The British first introduced the Zamindari system which damaged to collectivity of village. Then the administrative field was so much extended that every function of Panchayat fell within its jurisdiction and Panchayats were finally prohibited from interfering in the administrative and judicial functions of the state.

Panchayat Raj Institutions are the best institutions to meet the needs of people, as the programmes are manifestations of will of the masses of local level (Srivastava, 1989).

Panchayat Raj movement started with all fanfare, enthusiasm, laudable objectives and hopes. It was wisely thought that, participatory research would bring democracy of the rural people and it would evoke peoples participation in the decision making and implementation of programmes and schemes which by and large determine their destiny, that it would accelerate the process of social and economic development and would encourage development oriented leadership in the rural areas.

## Evolutions of Panchayat Raj Institutions in India

The analysis of development of Panchayats in India is presented in three sections viz.,

1. The Vedic period to Mughal period
2. The British period, and
3. The post independence period

### 1. The Vedic period to Mughal period

The village has been the unit of administration in India since time immemorial. The vedic literature and Kataka stories indicated that, each village was self sufficient and also an autonomous miniature republic. The administration of the village was carried out by a village

assembly, headed by a village headman called Gramani and advised by a council of elders called Grama Vridhas (village veterans).

These Gramani and council of elders were appointed by the village community and were accountable to it. It looked after village defense, village disputes, collecting taxes for the states and works for public utility.

The village administration during the Mauryan's and Gupta's period was being carried out by the Sabha (Assembly), Accountant (Samakhayaka), village officials of different grades (Sthanikas) and the veterinary doctor (Anikastha). The Sabha was expected to debate all matters relating to the village and frame the common rules for the community. The Indian people lived independently in this self governed village republic.

The villages lost much of their autonomy during the Mughal period with the introduction of a centralized administration. Law and orders were dealt with through their own men called the headman or Mugaddan. The judicial powers of the Panchayats were also considerably curtailed under the Mughals.

## 2. The British period

With the advent of the British ruling the villages lost their self governing character. The state began to deal directly with the villages instead of through the village assemblies or Panchayats. Hence, Panchayats languished with this effect, by the middle of the 19<sup>th</sup> century the Panchayats disappeared. Later they realized the importance of Panchayats in village life for advantage of two items namely; the administrative problems arising out of large size of the country and the paucity of finance of the imperial power. Therefore a formal effort was made by Mayo in 1870 to revive the Panchayat system. He passed a resolution to provide more powers and responsibilities to bring local interest and supervision for the management of funds devoted to sanitation, public works and education for the masses.

The different commissions constituted to bring administrative change in local self governance during British rule are :

### The famine commission of 1880

The Famine commission paved the way for the development of village local self government. It recommended for strengthening the village organizations and use team in relief works. In pursuance of this, the village agencies including Panchayats were called upon to control famine.

### Lord Rippon's Resolution (1882)

Lord Rippon's resolution recommending a progressive extension of local self government with a view to impart political education to the people and ensure administrative efficiency. He established two tier system only at district and taluk levels but not at the village level. Due to lack of power or authority, administration at both the levels could not progress.

### Royal commission (1907-08)

The commission considered that village should be the unit of administration. The village headman should become Sarpanch and other members be informally elected. The functions should include petty civil and criminal jurisdiction, village sanitation, minor public works, management, village schools.

## 3. Post independence period

After independence the development process was initiated through the five year plans to ameliorate the socio economic conditions of the masses (*i.e.*, poverty hunger, diseases and ignorance). The efforts were directed towards increasing productivity in all spheres so that standard of living could be improved in consonance with human dignity. The planning commission observed that unless a village agency can assume responsibility and initiative for developing the resources of the villages, it will be difficult to make a marked impression on rural life. It suggested that each state should establish Panchayats for group of villages for their development.

## Community Development Programme and National Extension Service

Community Development and National Extension Service programmes were introduced in 1952 and 1953 in order to increase the pace of development. Its objective is to promote self help and self reliance among the rural people and generate a power of integrated social and economic and cultural change with ultimate aim of transforming social and economic life of villages. This programme failed miserably, especially in mobilizing rural masses to participate in the programme. The committee further opined that unless the community understands its problems, realizes its responsibilities exercise the power through its elected body and the community development could not be achieved. To secure this, the committee envisaged a three tier system of rural local government popularly known as Panchayatraj, consisting of village panchayat at village level, the panchayat samiti at the block level and the Zilla Parishad at the district level. Rajasthan and Andhra Pradesh were the states first to adopt the Panchayatraj in 1959, followed by Karnataka, Orissa and other states.

### Balwantrai Mehta Committee (1957)

The panchayatraj movement in India started in pursuance of Balwantrai Mehta Committee Report of 1957. It has laid down the following five fundamental principles which underline the spirit of democratic decentralization.

- i. There should be a three tiered structure of local self government bodies from the village to the district level and these bodies should be linked together.
- ii. There should be a genuine transfer of power and responsibilities to these bodies to enable them to discharge their responsibilities.
- iii. Adequate resources should be transferred to these bodies to enable them to discharge their responsibilities
- iv. All welfare and development schemes and programmes at all the three levels should be channeled through these bodies only, and
- v. The three tier system should facilitate further devolution and disposal of power and responsibility in future.

Many states in India established panchayatraj institutions in 1959 with the objective of entrusting authority and responsibility to rural people. A decade after these institutions were setup, when the initial enthusiasm started fading away, the Government of India appointed the Ashok Mehta Committee in 1977 for suggesting methods of reviving the system. The committee suggested the following important changes.

- i. The replacement of three tier system with two tier system with Mandal Panchayats at the base and Zilla Parishads at the top
- ii. The Zilla Parishads should consist of members elected from the demarcated electoral wards and the presidents of the Panchayat Samitis.
- iii. It recommended open participation of political parties in panchayat elections.
- iv. Constitutional protection to the panchayatraj institutions and further decentralization of power at all levels.

This committee recommending for the constitution of Zilla Parishad at the district level should be the first point for decentralization, under popular supervision below the state level. It is viable administrative unit at which planning, coordination and resource allocation are feasible and technical expertise is available. The Zilla Parishad will handle all the decentralized state programmes and plan for them at district level. The Mandal Panchayat will handle the implementation work. The Gram Sabha as an important agency in activating the democratic process at the grass roots and this deserves genuine encouragement.

It recommended the establishment of Mandal Panchayat for a group of villages covering a population of 15,000 to 20,000. It consists of 15 members directly elected on village cum population basis. Seats may be reserved for scheduled caste and scheduled tribes and two women depending on the size of the population.

## Report of the committee to review existing administrative arrangements for rural development and poverty alleviation, programmes

The planning commission setup another committee based on the recommendations of above committee under the chairmanship of GVK Rao. The committee recommended that strengthening of the panchayatraj institutions, asserting that the district is the proper unit for planning and development and Zilla Parishad should become the principal body for management of all development programmes which can be handled at that level.

### Singhvi committee (1987)

Recommended that panchayatraj institutions are to be constitutionally proclaimed as a three tier government by providing a new chapter in the constitution to define their powers, functions, free and fair elections through the election commission, appointment of financial commission by union government under the constitution of funds. All the rural development programmes are entrusted to the panchayatraj institutions by amending schedule VII of the constitution.

### Sarkharia commission (1988)

The commission gave recommendations as (i) on centre state relations it has emphasized, thus the local bodies should be strengthened in respect of the resources and administrative matters (ii) it also stressed the need for conducting periodical elections to the local bodies being made mandatory (iii) It also suggested for the creation of a separate machinery to allocate resources among various districts.

The constitution (Seventy third Amendment) Act 1992

The act envisaged that the Gram Sabha serve as the foundation of the panchayatraj system, it envisaged a three tier panchayat system *i.e.*, village level, intermediate level and district level.

It has also been specified by the act that (i) seats in any panchayat at any level will be filled in by persons chosen through direct election (ii) chairperson of a panchayat at the intermediate or district level shall be elected by the Zilla Panchayat members (iii) seats shall be reserved for the SC/ST in every panchayat in proportion to their population, one third of which shall be reserved for women (iv) not less than one-third of the total number of seats to be filled in by direct election in every panchayat shall be reserved for women including the seats reserved for the SC/ST and women.

### Evolution of panchayatraj institutions in Karnataka

- i) 1914 – Mysore princely government constituted local self government committee to liberalize the powers and functions of local bodies
- ii) 1918 – Panchayat Act was enacted for creation of a new three tier rural government
- iii) 1936 – Concentrated Propaganda scheme initiated to create model villages
- iv) 1942 – Hobli Drive Scheme was initiated with a view to tone up rural development
- v) 1949 – Committee for integration and coordination of local bodies was appointed under the chairmanship of Venkappa to examine for improving and strengthening local self government institutions and how to use them for the developmental activities
- vi) 1953 – Local Boards Enquiry Committee was constituted under the chairmanship of D. Chandrashekharaiah to examine the working of local bodies and setup a three tier structure in local self government.
- vii) 1959 – Government of Mysore passed a new legislation, called the Mysore village panchayats and local Boards Act objective of the panchayatraj in the state was to give powers to the people and to achieve development goals

The Janata government which came to power in 1983 in Karnataka, enacted new legislation, the Karnataka Panchayat Raj Act of 1987 and according to this act the Zilla Parishads, Taluk Panchayat Samithis and Mandal Panchayats in each revenue village which started functioning with effects from 1<sup>st</sup> April 1987. Main provisions of this act provided for the decentralization of powers and functions to the panchayatraj bodies and promoting the development of democratic institutions and securing a greater measure of participation by the people.

## Structure of Panchayatraj Institutions

The structure of PRIs constitutes either three tier or two tier system and it functions through various standing committees.

Standing committee : Panchayatraj institutions function through different standing committees such as production committee, social justice committee, amenities committees, finance audit and planning committee, agriculture and industries committee.

These committees help the PRIs to plan and implement development programmes for rapid socio economic development in their respective jurisdictions.

Development programme of PRIs

Following are the rural development programmes being executed by the Panchayat Raj Institutions

- ❖ Provision and maintenance of civic services
- ❖ Public sanitation and hygiene
- ❖ Women and child development
- ❖ Promotion of cultural activities
- ❖ Promotion of health and family welfare
- ❖ Rural electrification
- ❖ Rural housing
- ❖ Development of Khadi, village and cottage industries
- ❖ Welfare of handicapped, mentally retarded, scheduled caste and scheduled tribes
- ❖ Education
- ❖ Promotion of Agriculture, Horticulture and Animal husbandry
- ❖ Promotion of social forestry
- ❖ Minor irrigation
- ❖ Public works
- ❖ Public distribution system
- ❖ Cooperation
- ❖ Libraries

## Present status of Panchayatraj system in Karnataka

Karnataka has the distinction of enacting a comprehensive panchayatraj act, which incorporates all the essential features of the 73<sup>rd</sup> constitution amendment. The act came into force from May 10, 1994 within a few days of the 73<sup>rd</sup> constitution amendment bill. The Karnataka panchayatraj act, 1993 provides for an elected three tier system at the village (Gram Panchayat), taluk (Taluk Panchayat) and district (Zilla Panchayat) levels.

The salient features of the act are

- ❖ Establishment of three tier panchayatraj institutions
- ❖ Holding of Grama Sabha in each village

- ❖ Reservation of seats for SCs, STs, BCs and women
- ❖ Reservation of offices of chairpersons to SCs, STs, BCs and women
- ❖ Constitution of state election commission
- ❖ Constitution of state finance commission once in every five years to review the financial position of panchayats and to make suitable recommendations to the state on the distribution of funds between the state and local bodies

### Constitution of the district planning committees in each district

Under this act, 5659 Gram Panchayats have been established and on an average, each gram panchayat has a population of 5300.

There are 27 Zilla Panchayats in the state. According to 1991 census, the population of every constituency of Zilla panchayat is 40,000 (in Chikamagalore and Uttar Kannada districts one seat is earmarked for a population of 30,000 whereas in Coorg district, this proportion is 1:18,000). There are 175 Taluk Panchayats in the state and population for one taluk panchayat constituency is 10,000. The term is for a period of five years. The total number of Gram Panchayats is 5659 and population of each gram panchayat constituency is 400.

Leaders play an important role in moulding social, economic and political life of the people. People's power is considered as one of the essential elements in the social system operated through control and decision making, change within the social system has naturally necessitated change in the structural and functional roles of the leaders and leadership. Leaders cannot be created to order. It is necessary to identify those persons who can best mobilize the required forces for an economic advancement. Leaders are required to create, define and interpret policy particularly when economic policy is closely linked with political ideology.

These local leaders are supposed to be the 'top leaders' of the community because they are the symbols of duty and are ardent believers in the principle that 'example is better than precept' they are the power builders and pillars of community.

They play an important role in transfer of technology. They are not merely living in ivory towers but are what air is to lungs, what love is to heart, what love is to eyes, playing constructive and creative role in the people's movement.

Leadership is crucial for the effective functioning of any organization more so in dealing with people in an unorganized sector. It becomes all the more crucial when the task is for bringing change and development through the collective endeavour of a group. The efficiency of the interaction of leaders depends upon their respective personal characteristics and strategies they adopt while trying to negotiate different situations. It is dynamic interaction with situational exigencies that leads to leaders' effectiveness (Mishra, 1992).

India has achieved self sufficiency in food grain production and now the major concern is to achieve higher growth rate. The focus has now shifted to horticulture which besides imparting nutritional security, offers great potential for efficient input use, higher returns per unit area, crop diversification, foreign exchange earning and greater employment generation through post harvest processing in agro-industries. Continuous focused attention during the last decade has paid rich dividends in terms of increased production, quality and productivity of horticultural crops with manifold export potential. Horticulture crops occupy 8.5 per cent of gross cropped area of the country with a total production of 146.27 MT. Horticulture contributes 29.65 per cent in GDP of agriculture and 52 per cent in earnings of the agriculture. The total export of horticulture produce was Rs. 67,592.82 million. There has been a significant increase in area and production of fruits particularly in Andhra Pradesh, Karnataka, Tamil Nadu, Maharashtra, Gujarat, Himachal Pradesh, Jammu and Kashmir and Uttaranchal.

### Statement of the problem

The Panchayat Raj has come into existence with the sole aim of decentralization of government power for the welfare of the rural people. After independence, the Panchayat Raj has become a back bone of Indian democracy. In the three tier system of panchayatraj, the

non officials are playing an important role in establishing linkages between officials and the beneficiaries. The local self government institutions are expected to plan and implement the programmes for agriculture, horticulture and allied sectors. However, the line of resistance between a farmer and an officer is hard. Therefore it is expected that knowledge on programmes of horticulture development should infiltrate through non official who is nearer and dearer to the farmer, who is at the grass root level of community development by providing assistance. Presidents elected to the various panchayatraj institutions are therefore very important because they are not politically influential, but because they are direct carriers of knowledge of horticulture development programmes, rural people are convinced to a greater extent by them. Further, no development can take place unless there is active participation of the people. Presidents of PRIs by getting proper support from their panchayat members shall involve the farmer in the process of horticulture development. The officials of horticulture department are catalytic agents only. They are important, no doubt, but more important are peoples' representatives.

On the back drop of the foregoing discussion, it becomes clear that the elected presidents of PRIs could play a significant role in horticulture development programmes. However, their success and efficiency depends upon the leadership behaviour in taking favourable decisions in favour of farmers and based on the knowledge possessed by them about horticulture development. This aspect of leadership and their role in horticulture development has not been studied so far, comprehensively, especially in Karnataka state. So, the present investigation *i.e.*, A study on the leadership behaviour of presidents of panchayatraj institutions for horticulture development in Bijapur district of Karnataka was designed with the following specific objectives.

## Objectives of the study

1. To study the profile of presidents of panchayatraj institution.
2. To study the leadership pattern of presidents of panchayatraj institution.
3. To know the knowledge level of presidents of panchayatraj institutions about horticulture development.
4. To find out the relationship between selected characteristics of presidents of PRI with their leadership pattern.
5. To elicit the suggestions for better performance of panchayatraj institutions.

## Scope of the study

This study is first of its kind in investigating the leadership behaviour of presidents of panchayatraj institutions at three levels *i.e.*, Zilla Panchayat, Taluk Panchayat and Gram Panchayat levels. It throws light on the profile of presidents of PRI. Further, it helps the planners, administrators and extension functionaries to know the leadership pattern and working style of presidents of PRIs. The study also provides insight into the knowledge level of presidents of PRI about horticulture development. Further, this study also helps to use suggestions of presidents for better performance of panchayatraj institutions.

## Limitations of the study

The study has been confined to Bijapur district of Northern Karnataka comprising varied agro climatic, socio economic and living habits. In spite of these limitations every effort was made by the researcher to keep the study as objective as possible, by following all the norms of scientific research with adequate sampling, well structured schedule and objective measurement.

## 2. REVIEW OF LITERATURE

Knowledge of existing and up-to date relevant literature related to the studies and their critical and comprehensive review helps a researcher to formulate research project on scientific lines. It guides the investigator to solve the researchable issues of the study based upon the techniques used in the past research and interpreting the results with special reference to the past studies. Keeping in view this logical thinking and considering the objectives of the study undertaken, an effort has been made in the present chapter to make analytical review of the relevant literature under the following sub-heads:

- 2.1 Concept of leadership
- 2.2 Leadership pattern/ styles
- 2.3 Leadership traits
- 2.4 Role of leaders
- 2.5 Profile of presidents of Panchayat Raj Institution
- 2.6 Knowledge level of panchayat presidents.
- 2.7 Association between selected characteristics of presidents of PRI with their leadership pattern
- 2.8 Suggestions from presidents for better performance of Panchayat Raj Institutions

### 2.1 Concept of leadership

Haiman (1951) defined leadership as that process whereby an individual directs, guides, influences or controls the thoughts, feelings or behaviour of the human beings. Haiman's definition implies a purpose in guiding, influencing and controlling others.

A leader is a special person who because of special interest and fitness is selected to serve as a leader in advancing some phases of local extension programmes (Kelsey and Hearne, 1955).

Dwivedi (1956) holds the view that a leader is one who can stimulate collective responses towards better ways of life and practice.

Leagans (1963) states that leader is one who has the ability and willingness to recognize the common benefits and is highly enthusiastic to promote them without expectation of material rewards out of it.

Covar (1965) in a study conducted in Philippines reported that local leadership is an essential mechanism for effective group organization that may well invigorate and sustain the momentum required to keep the community moving forward. The vitality and scope of any rural improvement programme depends on strong local leaders who are imbued with a sense of social responsibility.

Srivastav (1965) referred leadership as the function of tripartite situational phenomena i.e. i) leader's own personality, ii) leader's manner and effective communication ability with followers, and iii) follower's perception about the leaders, as the satisfier of needs and goals.

Leadership was regarded as the process of initiating, directing, organizing and controlling the behaviour of members of the community by those who hold positions of prestige, power or authority (UNESCO, 1963).

Vidyarthi (1967) states that leader must be one who has interest in common with his followers and who is head and shoulders above the others in ability, skill and tact, and practice.

Stogdill (1974) has presented an up-to date and comprehensive review of leadership by referring to the definitions given by different authors as depicted below:

- As a basis of personality and its effect.
- As a differentiated role.

- As a focus of group processes.
- As a form of behaviour.
- As a form of persuasion.
- As a form of power relation.
- As an art of exercising the influence.
- As an art of inducing compliance to a decision.
- As an effect of interaction.
- As an instrument of goal achievement.
- As the initiation of activities.

Dahama and Bhatnagar (1980) defines leader as one who helps the members of the group, as an individual; who accepts the responsibility for thinking through problems and working out solutions that need to be discovered in any social situation.

Brilhart (1982) refers leader to any person, who as a consequence becomes a coordinator of the group efforts or to an individual who at a given moment is exerting influence to help in achieving group goals.

Brache (1983) refers leadership as a process that involves defining situations, making decisions, articulating goals, and gaining commitment from those who follow the decisions

Das Gupta (1989) holds the view that the farm leaders act as key communicators in disseminating information about farm practices to average farmers for their adoption and the average farmers seek advice and information from them

Yakul (1989) defines leadership as the process through which one member of a group (i.e. leader) influences the members of the group towards the attainment of shared group goals.

Langone (1992) expressed that community leadership includes the skills necessary to maintain a social service and/or activities of an organization necessary for public decision making, policy development, program implementation, and organizational maintenance and involves influence and power over one or more spheres of activity like an area of interest, an organization, an institution, a town, country or a region.

Stoner *et al.* (1996) reported that leadership is the process of directing and influencing the task related activities of group members and defined leader as an individual in a village who is chosen as being influential in a particular situation.

Affolter and Findlay (2002) says that leadership makes the rural communities able to tackle major socio-economic problems, and also emphasizes that community leaders have certain basic leadership skills that help them to convene the community, facilitate meetings, develop strategic plans, and approach outside institutions to solicit support.

Miller (2003) defines leadership as a skill that is developed through knowledge and practice. Community leadership needs to be replenished and re-energized to bring a positive change in a community which can be insured through constant training.

Robbins (2004) expressed that leaders establish direction by developing a vision for the future and align people by communicating this vision and inspiring them to overcome the hurdles to achieve the desired goals; thus leadership lead towards change.

Sekaran (2004) defines leadership as the process of influencing and shaping the potential behaviour of people in the system and leaders play a crucial role in influencing the behaviour of others.

Tackie *et al.* (2004) suggest that community leaders organize and develop their communities through peoples' involvement in the decision making process, strategy setting, procedure development, and problem solving. However, the leadership position demands special skills such as working with others serving as a coach, mentor, motivator, and/or role

model; being able to make tough decisions; and understanding organizational systems and policy and working to accomplish group objectives and organizational effectiveness.

It is observed that different studies have been reviewed with respect to concepts of leaders and leadership. It can be concluded that a leader is one having a role-set to stimulate and sensitize the followers for better practice and living, and is distinguished from the followers with respect to his/her social status, social position and the package of roles played by him/her by virtue of distinctive socio-personal, socio-economic and psycho-personal characteristics. Thus a leader, irrespective of his/her style should have some qualities of leadership. Leadership can be conceived as process or a function of situations like leaders' personality, manner and communication behaviour and followers' perception about the leader's performance. Thus, leadership is an act or response of one which influence the action and attitude of another one through the process of initiating, directing, organizing or controlling due to his/her position, power, and prestige and authority. Thus, leadership conjures up diverse images in different people to influence others to get the work done effectively to accomplish certain pre-determined goals.

## 2.2 Leadership pattern/styles

The leadership patterns existing in the community are 'static' and in which there is hardly any opportunity for individuals other than leaders to assume the leadership roles (Knittel, 1967). Since the inception of human civilization, the leadership pattern in the society is changing based upon different factors like heredity, social status, age, caste structure, occupation, education *etc.* Prior to the democracy, the leadership pattern was based upon heredity, caste structure, wealth ranking, social status hierarchy, occupational distribution and many other factors. But, after the launching of democracy, the traditional leadership pattern, which emerged based upon age, education, power orientation, awareness and so many other virtual qualities of leaders. The distribution of leadership roles is closely related to the variations in the established leadership pattern in the community. Hence for the success of any developmental programme there is need of knowing the existing leadership pattern of the village.

The community development programme gives rural leadership a dynamic form. It has been launched by providing opportunities to the existing leadership structure of the village to satisfy the felt-needs of the people. Later the introduction of Panchayat Raj opens a new vista in the arena of rural leadership, which basically signifies the existing leadership pattern of the society that plays a pivotal role in the developmental activities. Various researchers have studied the leadership pattern existing in the society, from time to time as presented hereunder.

- |                               |      |                         |
|-------------------------------|------|-------------------------|
| a) Hitchcock (1959)           | : i. | Traditional leaders     |
|                               | ii.  | Non traditional leaders |
| b) Katz and Lazarsfeld (1960) | : i. | Molecular leaders       |
| c) Dube (1965)                | : i. | Formal leaders          |
|                               | ii.  | Informal leaders        |
| d) Singh <i>et al.</i> (1965) | : i. | Traditional leaders     |
|                               | ii.  | Political leaders       |
|                               | iii. | Opinion-making leaders  |
|                               | iv.  | Decision-making leaders |
|                               | v.   | Caste leaders           |
| e) Mulay <i>et al.</i> (1966) | : i. | Traditional leaders     |
|                               | ii.  | Emergency leaders       |
| f) Reddy (1966)               | : i. | Traditional leaders     |
|                               | ii.  | Caste leaders           |
|                               | iii. | Functional leaders      |

- |                                      |      |      |                              |
|--------------------------------------|------|------|------------------------------|
|                                      |      | iv.  | Political leaders            |
| g) Sahay (1968)                      | : i. |      | Traditional leaders          |
|                                      |      | ii.  | Emergent leaders             |
|                                      |      | iii. | Traditional-emergent leaders |
| h) Sen (1969)                        | : i. |      | Traditional leaders          |
|                                      |      | ii.  | Monomorphic leaders          |
|                                      |      | iii. | Polymorphic leaders          |
| i) Bhusan (1970) and Muthayya (1971) | : i. |      | Democractic leaders          |
|                                      |      | ii.  | Authoritarian leaders        |
| j) Singh (1973)                      | : i. |      | Traditional leaders          |
|                                      |      | ii.  | Emerging leaders             |
| k) Yadav <i>et al.</i> (1973)        | : i. |      | Agricultural leaders         |
|                                      |      | ii.  | Traditional leaders          |
|                                      |      | iii. | Political leaders            |
|                                      |      | iv.  | Opinion-making leaders       |
|                                      |      | v.   | Decision-making leaders      |
|                                      |      | vi.  | Caste leaders                |
| l) Lal (1980)                        | : i. |      | Political leaders            |
|                                      |      | ii.  | Social leaders               |
|                                      |      | iii. | Intellectual leaders         |

Reddy and Mulay (1965) remarked that the identification of leadership pattern of a society depends upon the extent of introduction of change and its acceptance by the members of the society, which is controlled by the existence of different types of leaders in the community who perform different roles in different situations.

Rao and Moulik (1966) concluded that four types of leaders were existing in all the villages under study. They were 'institutional, 'special interest, 'voluntary' and 'professional leaders'. Out of these four types, institutional leaders were in the majority and they were considered as the village wide leaders by the villagers.

Political leadership concept has been given by different researchers on the basis of their study. Sen (1967) reports that since the inception of panchayati raj the cadres of rural leaders have got a new face-lift. Panchayats and block level politicians provide the new leadership and government provides incentives to this pattern of new leaders of the villages. More often such leaders hold positions in panchayat and cooperatives. They have an open mind for change. They are involved in political activities to influence the individual and groups to accept through persuasion. Such leaders are generally in conflict with the traditional leaders (Gadge and Singh, 2001). In short these are leaders of village in its political life (Reddy, 1967).

Within the past four decades of launching of Panchayati Raj system, the leadership pattern and the authority structure has registered a major shift. Rangnath (1967) expressed in his view that the authority of the old-aged persons in the society, the free sway of the higher castes, the dominance of the rich classes; all these have been rendered less effective in the leadership process and a new leadership pattern is emerging. The new leader is called as emergent leader, who claims for power, generally drawn from populous caste groups, possessing certain attributes like better educated, good strategist and manipulator, above all relatively young. Thus, from the above studies it can be concluded that the present trend of leadership were indicative of the future pattern of rural leadership. In the passage of time, the leadership pattern in the rural sector has become functional replacing the traditional leadership pattern in the community. There was emergence of voluntary leaders,

monomorphic type of leadership pattern. As the forces of democratization and egalitarianism striking deeper roots in modern India, new aspirants for leadership called as emergent leaders, appeared in the fore-front; who claimed for power on the basis of preponderance of caste groups and possessed certain attributes like better education, well exposure to mass media, good strategist and manipulator, above all relatively younger in age.

Muthayya (1971) in his study covering 353 elected village leaders from sixteen states of Indian union, reported that 51.50 per cent of the village leaders were autocratic and 43.30 per cent were democratic in their characteristic, but they had faith in people. So he inferred that these autocratic leaders may be characterized as benevolent autocrats.

Dubey and Dwivedi (1972) reported that leadership in the village was of functional type. They identified four types of leaders in the village as opinion leaders in the field of agriculture, animal husbandry and veterinary, politics and religious works. Thus concluded that the opinion leadership in the village under study was monomorphic in nature.

Mulay (1974) revealed that by and large leaders were different from the motivators and found that there was no female leadership pattern existing in the society and the opinion leadership pattern was polymorphic. Based on the findings, suggestions were given for improvement of opinion leadership pattern and efforts should be made to develop female leadership and suggested that there was necessity to revise the list of opinion leaders after a reasonable interval of time.

Chaudhary (1981) brought a broad conclusion from the study that there was an appreciable change in the traditional pattern of rural leadership after the introduction of the three tier Panchayati Raj scheme for democratic decentralization. Though younger leadership is emerging and their educational level has significantly improved, still it needs much more qualitative improvement. Although leaders showed great signs of an appreciation for modernization in the Panchayati Raj era, but the political power at the grass root level was still concentrated in the hands of the rich peasantry and higher caste society which had transition in social status, wealth and many other strong points that influence the leadership pattern.

Molla (1982) found that leaders were chosen from the younger, educated and middle income groups. It was concluded that the factors that influence leadership patterns outweighed the spirit of the consensus mechanism and facilitated the rural middle income group to validate their status by moving into the leading roles of leaders.

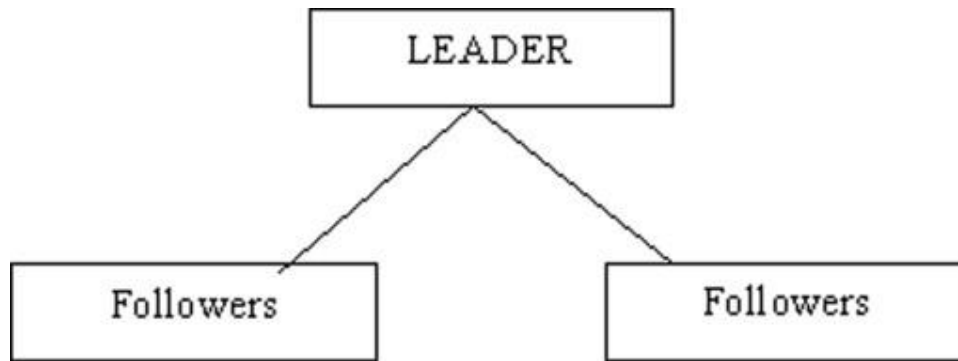
Singh (1983) discovered caste as not the only decisive determinant of rural leadership rather it is now just one of a number of determinants. The middle castes, on the basis of their numerical strength, have now become dominant in the village affairs, simultaneously the traditionally dominant castes losing much of their potential influences, if not social status. The lower castes people also increase their influence in the society mainly through the process of sanskritization and politics. It was also found that high caste leaders put on an appearance of non-belief in castes while seeking the support of the lower castes.

Khan and Ali Khan (1988) through a case study of four villages in Peshawar Tehsil, Pakistan revealed that the qualitative characteristics of leadership in rural society, their role in socio-economic and political development, and their behaviour for developing group consensus for community-action and decision making are some of the factors that determine the pattern of rural leadership.

Ansari (1990) reports that a leadership style will be viewed as the characteristic manner in which a leader exercises influences over others. Leadership styles can be effectively evolved on the basis of degree of control and influence over the followers or group members in terms of decision-making, trust, performing different activities, interpersonal communications established within the group thus enabling the leader to focus more on strategic and global issues (Lynne *et al.* , 2000). Accordingly the leadership style may be authoritative, participatory, open or autonomous.

#### a) Authoritative style

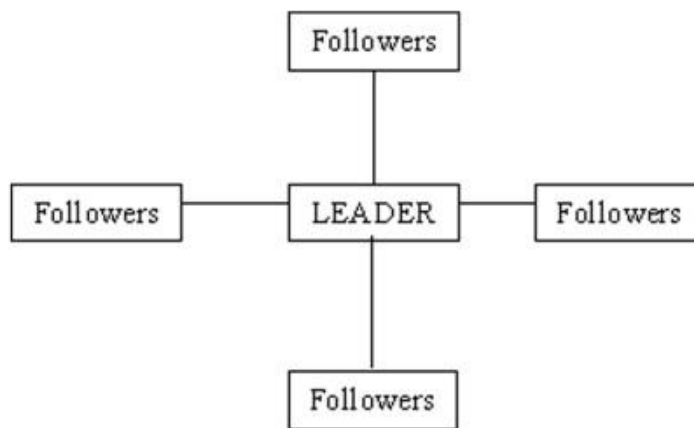
This type of leader receives little or no input from group members and maintains a strong hierarchical structure, just like a dictator. The group members were considered strictly as obedient subordinates.



**Fig: Leadership is direct and dictatorial in nature**

b) Participatory style

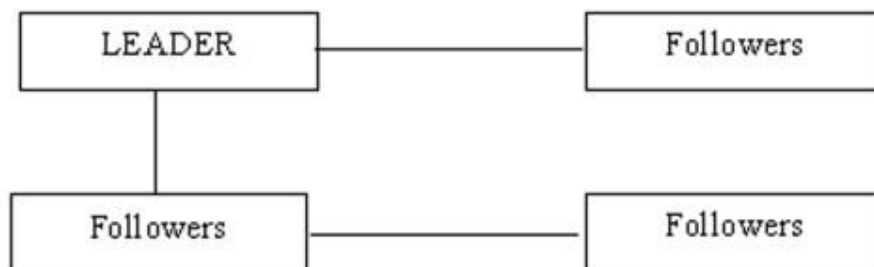
This type of leader is a central figure who receives input from all team members. It believes in all are equal; leader is one among them that means the control is distributor type.



**Fig. 2: Leadership is participative**

c) Open style

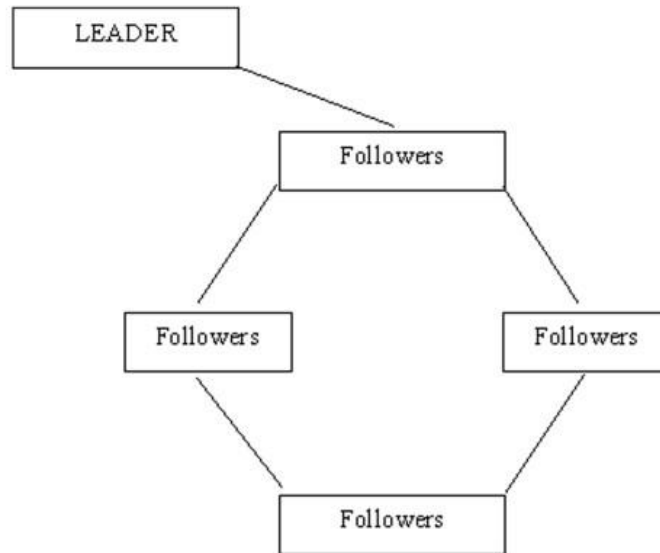
This type of leader functions more as a members of the team. Team members are recognized as valuable sources of both information and suggestions. They are not considered to be simple followers; they are considered as integral members of the team.



**Fig. 3: Leader is open to receive input from followers**

d) Autonomous style

This type of leader functions primarily outside the everyday function of the group. Leadership is mostly 'hands-off' since the group is able to monitor its own activities. The group receives input and guidance from the leader as and when necessary.



**Fig. 4: The group operates autonomously from the leader**

The leadership styles given by Webb (2003) have been based on the working efficiency of the leaders which signifies their degree of influence or control over others and accordingly they were categorized as follows;

- ✓ Do it.
- ✓ Do it, and then tell me what you did.
- ✓ Tell me what you are going to do and do it.
- ✓ Tell me what you want to do and wait for a decision.
- ✓ Don't do anything without my approval.
- ✓ Don't do anything until I tell you.

Similarly on the basis of degree of control, the leadership styles have been classified by Fiedler (1967) as;

- I. Autocratic leaders: Leader has complete command over others. He is called as one man ruler. All decisions are pre-determined by leaders and followers are directed to act upon that.
- II. Democratic leaders: The leader has distributed control over others. Everyone has right to express and majority rule prevails. Here the final authority and responsibility rest is incapable and withdrawn from the group.
- III. Laissez-faire leaders: The leader has no control over others. Under this type of leadership style, leader is incapable and withdrawn from the group.

Irrespective of the styles of the leaders, the leader should have following essential qualities of leadership (Basu, 1967).

- A leader must have a strong personality.
- A leader should have genuine concern and sympathetic attitude towards the problems of the followers.
- A leader should be a good speaker to win over the crowd.
- A leader should have better communication ability for motivating and mobilizing the followers.
- A leader should have good knowledge about the mass psychology.
- A leader should be prompt, up-to-date and straightforward.
- A leader should easily adapt himself to any situation.
- A leader must be thorough and well-informed about any information.
- A leader should be prompt in taking decisions.
- A leader should accept new ideas earlier than others.

Thus, from the comprehensive study on leadership styles, it has been found that leadership styles can be evolved on the basis of their degree of dominance, control and influence over the followers in terms of several socio-personal and psychological characteristics. Accordingly the leadership style may be authoritative, participatory, open or autonomous. Besides that based on the degree of control over others, the leadership styles have been categorized as autocratic leaders, democratic leaders and laissez-faire leaders. This has been well reflected in the present study.

Yadav *et al.* (1990) showed that a leader in one situation did not hold the same position or status in other situations. Thus, it became clear that the same person did not lead the followers during all the needs of the groups, but the needs or problems or specific situations guided or determined the position of the individual and delineated the leadership pattern of the village.

Singh (1991) attempts to identify the changing patterns of rural leadership through selected case studies and observed that style of leadership is a dynamic and constantly changing phenomenon, varying greatly according to the context in which it develops. The changing pattern of leadership is highlighted against the constantly changing cultural, socioeconomic and political background. Thus, it is the village in transition which emphasized not only the need for rural leadership, but also the need for leadership pattern.

Jahagirdar (1992) reported that the traditional leaders in the village who were, in the past, on caste councils shifted their area of action to the statutory panchayat. Their active participation and involvement with vested interests, totally blocked Government moves to introduce democratic procedures. Traditional leaders always ensured that their own candidates were elected to the panchayats. On the other hand in a changing social situation, traditional leaders faced difficulties in tackling the Government's procedural matters, and were compelled to open the path for those leaders who were more educated than themselves to help, but the power remained with them. Village people's ideology and their sentiments towards the established social norms and values, together with the economic system prevailing in the community have supported the traditionalism. Thus traditional leaders have taken advantage of the situation and maintained their hold.

Bhatt (1994) argued that the task of rural development rests with the democratically elected political leaders at the grass-roots level and the emerging leadership pattern in rural India was socially important, that better defined the nature and role of the political leaders in Panchayati Raj systems. Later he concluded that there was decreasing importance of caste in determining the leadership pattern in Panchayat Raj, while education, membership of a political party, and economic status were becoming, or still were, important factors.

Khandekar and Khandekar (1996) found women opinion leadership pattern to be characterized by higher level of education, better awareness about community and surroundings, better utility of communication sources, comparatively of older age, high group activity participation and less fatalistic.

Reddy (1996) from his study identified four types of leaders in the village under study. These are Traditional leaders, Caste leaders, Political leaders and Functional leaders. All these patterns of leaders have contribution in the development of village through different agencies.

Datta *et al.* (2001) focused on the perception of women leadership pattern in the society by drawing the case studies of Guatemala and Botswana. They highlighted the extent to which the positive images of women leadership have been acknowledged and sanctioned by the grass-root level of the society and marked a difference in the performance of female leadership in comparison with the male leadership styles. Thus, these case studies put a question mark on the existing gender ideologies that prescribe men are better than female and ensured the efficacy and effectiveness of female leaders keeping pace with the male leaders.

## 2.3 Leadership traits

Roy (1965) reported in his study that leaders when compared to non-leaders were found to have more education, better socio-economic status, more extension agency contact, higher mass-media exposure and better information processing behaviour, which partially matched with the findings of Rahudkar (1996) also.

Reddy (1967) observed that majority of the leaders were literate having higher socio-economic status, family members not more than three to five and possess big size farm holding as compared to non-leaders.

Sen (1969) holds the view that leaders are having more contact with the larger society through exposure to newspaper, change agency contact, higher political awareness and more achievement oriented and more sensitive to the group's approval.

Frank (1972) indicated that the leadership traits like ambitions, enthusiasm, persistence, faith, courage, integrity, creativity, sense of justice, objectivity, flexibility, self-descriptive and decisiveness affect the leadership performance.

Mehta (1972) on the basis of his study pointed out that the village leaders, by and large, were from the upper age group *i.e.* 40 years and above, higher caste group with higher income, have larger land holding and higher educational background.

Muthayya and Raju (1973) showed that the elected village leaders, to a greater extent, were relatively of younger age group (*i.e.* 31-40 years) more educated, better cultivators, belong to higher caste, have higher land holding as well as relatively higher income.

Muthayya (1976) found that elected panchayat leaders generally have higher income, larger land holding, belong to higher caste and also occupy position of authority in the traditional village organizations. He suggested that such leaders have some ascribed status in the village because of their personal resources.

Saran (1976) from his study conducted over sixteen hundred leaders of ninety six villages in Patna district of Bihar, drew the conclusion that majority of the rural leaders were of the age group of 30-39 years, intermediate caste, cultivators by occupation, had middle level school education, belong to joint family system with high media exposure by reading newspaper daily and listening to radio regularly.

Social Welfare and Development Centre for Asia and the Pacific (SWDCAP), Phillippines, (1979) in the workshop held at Manila (1-13 October, 1979) it was concluded that community leadership had an effective contribution to development and stressed upon the socioeconomic characteristics of rural women that enabled them to involve in different activities related to the objectives concerned with development of rural women.

Shrestha (1981) identified the community leaders in rural Nepal in terms of demographic and economic characteristics, role perceptions, leadership behaviour and social participation. He found that changes in the political structure and formulation of the new rural development strategy have neither created a totally new pattern of community leadership nor completely dislodged those who enjoy power because of caste superiority, better economic position, seniority or ethnic majority.

Gough (1984) in his study concluded that dominance, status, acceptance, self achievement, intellectual efficiency were the basic important traits associated with the leadership.

Bhave and Reddy (1985) observed in their study in Kolhapur district of Maharashtra that the perspective of rural youth as leaders in the rural development process was low. The leadership traits like education, socio-economic status, extension contact, mass media exposure, value orientation, urban contact, achievement motivation, and innovativeness were found to affect significantly the perspective of youth leaders in the process of development and these variables were important discriminators between high perspective and low perspective group of youth where education was considered as the most important discriminating factor between the two groups. The typical rural youth had a low perspective of rural development, high attitude toward participation, had studied up to and beyond middle school, had low social participation, medium socio-economic status, and were mainly engaged in labour and farming occupations with low exposure to mass media, low extension contact, low value orientation, low urban contact, high achievement motivation, low risk orientation and economic orientation. They had preference for rural life and inclination towards familism and sacredness.

Dangat and Dhongade (1985) reported that majority of the leaders were under the medium age group, average education up to 7<sup>th</sup> standard, farming as the main occupation and medium income group, which indicated that leaders have strong socio-personal and socio-economic base in the village over the other non-leaders.

Randhawa *et al.* (1987) reported that progressive farmers expected to act as legitimisers/opinion leaders if they possess certain socio-personal characteristics *viz.* higher education, high change proneness, high risk taking ability, high level of achievement motivation, higher aspiration, greater empathy, greater rationality, less fatalistic and less dogmatic; socio-economic characteristics namely high social status, greater upward social mobility, larger operational land holding, more specialized farming and economic orientation etc; communication characteristics like greater exposure to mass media, higher social participation, greater contact with extension personnel, innovativeness, high exposure to inter-personal communication and more cosmopolite.

Dwivedi (1988) in his study undertaken in Jabalpur district of Madhya Pradesh reported that attributes like cosmopolitanity, social participation and social status have direct/indirect effect on the opinion leadership. Through path analysis, it was observed that cosmopolitanity quality has greater direct effect and there is very little indirect effect of this attribute on opinion leadership through other attributes like social participation and social status. It also indicated that there was more of indirect effect of social status which operated through social participation in the functioning of opinion leaders. That means very high social status has a negative effect on social participation.

Adhikary and Mallick (1989) examined the socio-political correlates of leaders from three villages in Nadia District, West Bengal and concluded that average leaders are democratically oriented, but not politically oriented towards a particular political ideology. They felt that leaders were not politically active and remains out of contact of the developmental programmes from political point of view.

Al-Ghamadi (1989) reported that the amount of situational control (*i.e.* the degree to which the situation provides the leaders with controlling power and influence over the behaviour of group members) of the leaders in public and private sectors was determined by three variables *viz.* leader-member relationship, task structure, and position power. It was also found that the organizational effectiveness significantly correlated with leaders' situational control, which emphasized that leaders in organizational set-up must have better relationship with their subordinates, more highly structured tasks, and higher level of position power in order to get a better out-put.

Gilbert (1990) advised that desired change in leadership behaviour could be effectively influenced through structured experimental exposure to new alternative behaviour.

Ganesan and Muthaiah (1992) pointed out that variables like extension agency contact and mass media exposure exhibited positive significant influence and socio-economic status showed negative significant influence upon participation pattern of farm leaders in

agricultural development schemes. On the other hand the training exposure and attitude towards agriculture development programme showed no significant association with the participation pattern of farm leaders in agricultural development schemes.

Mishra (1992) revealed that rural leadership is crucial to the effective functioning of community development programmes. He focused on leaders' personal characteristics and defined their interactive relationship with strategies adopted by them under different situations. Mass orientation, which means strong belief in the power of the people, emerged as a dominant characteristic of effective leaders. Leaders are mobilizers and/or dedicators. As mobilizers they try to involve the people in order to strengthen their own position and as dedicators try to nurture the people and orient them to participate in development processes. They are usually quite righteous in their outlook and approach.

Kaleel (1993) reported that nine factors such as strong drive, intellectual honesty, positive attitude, human relation skills, research facilitation, visionary ability, communication behaviour *etc.* found to affect the leadership style and treated as leadership traits that influence the leadership function.

Muthiah and Somasundaram (1993) reported in their study conducted in Coimbatore district of Tamil Nadu, that significant difference was observed between effective and less effective farm leaders in respect of their contact with extension agency, leader follower communication, liberal and cosmopolite value orientation, self-reliance, attitude towards agricultural development programme, and knowledge about agricultural development programmes. These traits were found to be more pronounced amongst the effective farm leaders than the less effective farm leaders.

Goleman (1995) reported that leaders were taking calculated risk while facing tough situations, whatsoever the nature of the risk may be which indicates the higher risk bearing capacity of the leaders in comparison to non-leaders.

Hossain (1995) revealed in his study in Bangladesh that out of fifteen non-economic factors, four factors *viz.*, age, family education, farming experience, and negative fatalism were related significantly to opinion leadership in both progressive and non-progressive villages. Age and farming experience had established a positive relationship with opinion leadership in progressive villages whereas it has a reverse effect in less progressive villages. Fatalism showed negative significant relationship with opinion leadership in both the villages.

He further reported that in case of less progressive villages personal education, political awareness, achievement motivation and local interaction *etc.* appeared to be less significant in selecting a socio-metric opinion leader than in case of progressive villages. Besides that family size, cosmopolitaness, social participation and contact with extension agency did not relate significantly to the identification of opinion leaders in either villages.

Khandekar and Khandekar (1996) in the study of opinion leadership reported that out of 19 different independent variables, 13 variables namely age, caste, education, communication behaviour, urban contact, mass media exposure, innovativeness *etc.* were found to be positively and significantly correlated with opinion leadership whereas fatalism scientism value orientation was found to be negatively and significantly correlated with opinion leadership. The remaining 6 variables like family size, family type, family income, family norms, and community awareness were not found to have significant association with opinion leadership.

Mandal and Ray (1996) elucidated that the socio-personal-economic characteristics like education, caste, occupation, land holding, social participation *etc.* had positive and significant association with the leadership whereas age, annual income were independent of leadership.

Hooja and Jain (1997) highlighted the need of training for the Panchayat Raj leaders/functionaries and emphasized upon the realistic expectations that could be derived from training. Of course, continuous and repeated trainings covering a wide range of topics could be used to influence the panchayat leaders and functionaries to build up a skill for utilizing the locally available resources that could help to achieve the objectives of panchayat for development purpose.

Kuaria *et al.* (1997) underlined in their findings that majority of the elected representatives from all three levels of Panchayat *viz.* Village Panchayat, Janapad Panchayat and Zilla Panchayat belong to the category of middle age, illiterate, general caste, medium group annual income, small size landholding, no membership in any social organizations affiliated to any political party and trained category.

Sarkar and Adhikary (1998) observed from the study conducted in Dakshin Dinajpur district of West Bengal that most of the leaders particularly women leaders belong to low socio-economic status, relatively higher political knowledge than that of the male leaders in Panchayati Raj system.

Sinha *et al.* (1998) in a study conducted in mid-mountainous region of Nepal, concluded that opinion leadership in progressive villages has got more contribution from psychological variables and less from socio-economic traits and in non-progressive villages, more contribution was from socio-economic traits than psychological traits. By computation of correlation coefficients, it was observed that the four characteristics *viz.* social participation, risk preference, innovative proneness and scientific orientation were positively and non-progressive villages; whereas three variables like occupation, house and innovativeness were significant in progressive villages only and similarly five factors *viz.* land holding, material possession, SES, extension participation and economic motives were specifically significant in non-progressive villages having no bearing upon the leadership structure in progressive villages whatsoever.

Badiger and Parekh (1999) through their experiment conducted in Dharwad District of Karnataka, concluded that in leaders ranking of traits with reference to possession of up-to-date knowledge, risk bearing, courageousness, innovativeness, symbol of group ideal while the beneficiaries have given higher ranks to variables like co-operative, active and democratic participation. The reason may be the greater interaction of the leaders with different outside agencies. The researcher indicated that the perception of leadership traits is a cumulative effect of many socio-psychological characteristics like urban contacts, innovativeness, media participation and contact with extension agency *etc.*

Greger and Peterson (2000) revealed the nature of leadership in the context of development and agreed that a leader needs to develop a vision, communicate successfully and empower the followers through large-scale exposure, training and orientation towards innovativeness, respectively; so that he/she acts as an engine for rural upliftment.

Lewis (2000) stated in his study related to the impact of gender and emotional display of leaders in leadership effectiveness, that leaders' display of positive expression is believed to have inspirational and motivational consequences. The analysis of responses showed that emotional tone of a leader has a significant effect on followers and perception of leaders' effectiveness. As interaction of leaders' gender and emotional tone had significant effect on assessment of leaders' effectiveness. Expression of sadness reduced arousal, while anger induced arousal. The affect related findings indirectly suggested that leaders' anger may create motivation among followers to work harder to meet the goals, while leaders' sadness may lead to passive acceptance rather than efforts to make things better.

Mathew *et al.* (2001) reported in their study conducted in Agriculture Department of Kerala, that there exists a relationship of selected personal, psychological and organizational characteristics of Assistant Director of Agriculture with their leadership ability. The study probed that out of eighteen independent variables of managerial leadership only five variables namely technical competency, task identity, personal importance, achievement motivation and organization climate expressed a positive relationship with dependent variables of managerial leadership. Only task difficulty revealed a negative and significant relationship with managerial leadership and the rest twelve variables were found to have no significant correlation with dependent variables.

Yammarino *et al.* (2001) opined that leaders should know and understand the people and provide vision, enhance self-worth of others through empowerment, and emphasize upon value orientation. In addition to that regardless of their position and status, leaders need to be cognizant of the impact of their action on team building and role performance, which in turn presents an integrated, multiple and multidimensional model of leadership.

Hornor and Schoenberg (2002) suggested that the majority of the personal traits of leaders such as adaptability, energetic, decision making and inspiring are eagerly valued regardless of the context in which they operate. All respondent leaders acknowledged the importance of motivational behaviour and other personal traits in the work performance. Leaders of e-business were found to be significantly more entrepreneurial, having more risk taking ability and less conservative than traditional leaders.

Tackie *et al.* (2004) concludes effective leadership was the key reason for most of the participants in the training and shows that large numbers of participants of the leadership training were middle-aged to elderly than in their twenties or thirties. Most of them had high school or college education. There were more females than males involved in the training, which reflects a national trend where an increased number of women are aspiring for leadership positions. Furthermore, the findings showed that participants are developing a better understanding of the importance of leadership and are realizing that good leadership is about influence, confluence, and synergy. Since Extension educators are leaders in the community, these findings have implications for program development and implementation; involving clientele in planning process.

## 2.4 Role of leaders

The social scientists like Mead, Moreno and Linton were the pioneer user of this particular trait. The study of role has been an area of specialized enquiry in behavioural science. Social scientists have defined this term in various ways.

Adebayo (1985) focused on the role of community leaders for rural development in Nigeria. It revealed that participation of the people in developmental programmes has been supported by local people's contribution for the project, their right to choose their representatives and the role performance of the elected representatives.

Eagly and Johnson (1990) found that female leaders were slightly more likely to adopt a democratic style than male leaders in their role performance and the effectiveness in case of female was found to be more in executing the developmental programmes in village.

Cloke (1990) assessed how changing power relations in the society affected leadership role and community development. He also stressed that research needs to offer hope to the powerless, and suggested that some radical changes in rural communities might offer a transformation of outlook, behaviour and will, which affected the role performance of rural leaders in village reconstruction and upliftment.

Eagly *et al.* (1992) revealed that female leaders received lower ratings than male leaders, even if their role performance was identical.

Mendonca and Kanungo (1996) explored the specific leadership role that enables management to create and sustain learning organizations in Indian environment. The charismatic leadership role is most suitable for day-to-day supervision and maintenance of the status quo of any organization, which integrate traditional religious values with pragmatic considerations.

Singh and Ballabh (1997) reported that the roles and functions of leaders are varied from case to case and largely determined by local issues and approaches. On the basis of study, they observed that in the cooperative management of natural resources leaders played some critical roles like 1) generating innovative ideas for the common benefits 2) motivating and inspiring people to implement the ideas 3) acquisition of resources for maintenance of organizations 4) liaising with governmental and non-governmental organizations for getting the benefits of different developmental programmes and policies 5) developing a effective management system, and 6) conflict resolution *etc.*

Kuraria *et al.* (1997) reported in a study carried out in Rewa district of Madhya Pradesh that majority of the respondents belonged to the low category of role performance followed by medium and high role performance levels. They specifically observed that except landholding and annual income, all the socio-economic factors like age, education, caste, social participation, political contact and training obtained were having significant association with the role performance of the elected representatives of Panchayat raj, which affected the working efficiency of the Panchayat raj leaders.

Sirisena and Gamlath (1999) reported that the participation of men and women in decision making in the domestic spheres of activities viz. economic, social and community activities and examined by using data on decision making in three study locations in southern Srilanka. It was observed that it is the men who take vital decisions related to most of the economic activities like cropping pattern, extent of land cultivated, input use in agriculture and fishing, hiring wage labour for economic activities, investment in properties and household needs etc. as they play the instrumental leadership role while women play only the supportive role in accordance with their gender role.

Wong and Wong (2000) reported that the success of any rural development programme has been attributable mostly to the leadership roles, as it develops awareness among the villagers in understanding the problems and the interrelation and interaction between community participation, technical knowledge and environmental impact.

Tyagi *et al.* (2002) showed that government officials play important role in influencing the leadership in Panchayat Raj. They were lacking in motivating leadership and more oriented towards manipulating and directing people according to their desire. The negative tendencies, lack of initiatives for modification of development programmes are reflected in the role performance of leaders, which may prove to be a major hindrance in achieving the true objectives of the development programmes. Meticulously planned and well organized training programme with the support of peoples participation can help in the smooth role performed by leaders.

Chaudhary *et al.* (2004) concluded from the study that majority of the women members of gram panchayat lacked the role performance in some sectors which are of vital importance for the welfare and development of the village. It was interesting to note that groupism among the members acted as prominent hurdle in the role performance of leaders followed by lack of cooperation from villagers and others.

## 2.5 Profile of presidents of Panchayat Raj Institution

### 2.5.1 Gender

Wankhede (1994) observed that 75.00 per cent of grampanchayat members were male and 25.00 per cent were female

Kamble (1998) revealed that 33.70 per cent of grampanchayat members were female while rest of them were male.

From the studies mentioned above, it can be inferred that the women participation in the panchayat is in increasing trend. Now, it is inevitable to provide 33.00 per cent reservation to women in the panchayat.

### 2.5.2 Age

Krishnaswami and Guruswami (1970) revealed that 63.70 per cent of the Gram panchayat leaders were from the middle age group *i.e.*, 35 to 50 years.

Patil (1971) found that 73.15 per cent of the local leaders were from the age group of 31 to 50 years.

Abraham (1993) in his study in 'socio economic and political status of Panchayat' observed that 12.60 per cent members were in the age group of 25-35 years, the age group between 45-55 years and above 56 years were equally distributed 21.10 per cent. Further, it was found that 36.50 per cent of the panchayat presidents in Kerala were in the age group of 36 to 40 years.

Wankhede (1994) reported in his study on "Role performance of elected members in Gram panchayat" observed that 79.16 per cent of members were in the age group of 35 to 45 years. The next age group of 46 and above years constituted 13.14 per cent and only 7.60 per cent of the members were below 34 years of age.

Mahadik (1995) in his study on "Knowledge level of the members of the Panchayat Raj Institution about agricultural development programmes" noticed that majority (67.65%) of the members were in 'middle' age category, while 17.64 per cent respondents belonged to 'old' age category and remaining (14.17%) members were in 'young' age category. The

average age of the members of GP, PS and ZP was 38.57, 41.50 and 47.06 years, respectively.

Khare *et al.* (1998) in their study on "Role perception of village panchayat Sarpanchas in agricultural development revealed that majority (54.88%) of the respondents (Sarpanchas) belonged to 'young' age (upto 35 years) group followed by 'middle' (35 to 50 years) age (36.59%) and 'old' age (above 50 years) constitute 8.53 per cent in jabalpur block of jabalpur district.

According to Misra and Singh (1998), reported that 46.4 per cent of the elected representatives were between 21-35 years of age which indicate that new leaders are very young, 35.7 per cent were in the age group of 36-45 years, while, 17.9 per cent were between 46.55 years of age.

Santha (1999) found that majority (68.89%) of the elected women representatives were 40 years and above in Haryana and 52.70 per cent in Kerala. Whereas, in Tamil Nadu, 80.95 per cent of the elected women were less than 40 years of age.

Shanthasheela (2002) in her study on "Performance analysis of elected women presidents in Village Panchayat" observed that 34.25 per cent of the respondents belonged to young age group, 39.73 per cent belonged to middle age group and only 26.02 per cent belonged to old age group categories in coimbatore district of Tamil nadu.

Mankar (2003) found less than half of the male members (45.91%) belonged to middle age group, while almost equal number of them were from young (27.27%) and old (26.82%) aged groups. In case of female members, majority (83.16%) were in young age group and a few (9.47% and 7.37%) of them were in old and young age groups, respectively.

Mohanty (2005) revealed that majority (60.00%) of the leaders were in the category of young age group followed by middle (35.00%) and young (5.00%) age group.

### 2.5.3 Education

Bada (1977) found that the emerging leaders were coming with relatively higher education attainment.

According to Chandrashekar and Anand (1991) among women mandal panchayat members, the educational levels were very low. For instance, 37.20 per cent samples were illiterate. Whereas, Middle school and primary school educated were 45.60 per cent.

Anonymous (1991) reported that 100.00 per cent members of the Panchayats were literate, 51.00 per cent of them had completed higher secondary education, 28.00 per cent were graduates and 13.00 per cent were post graduates. Only 8.00 per cent were educated upto primary level.

Bhargava and Vidya (1992) found that women representatives of Panchayat Raj Institutions on the whole were behind men representatives in their educational level.

Abraham (1993) conducted a study on socio economic and political status of Panchayat and the structure of panchayat Raj leadership in Kerala. He revealed that all the panchayat presidents were literate and further, he concluded that the rural populations in Kerala opted for highly educated youngsters as presidents of panchayats.

Wankhede (1994) in his study on "Role performance of elected members in Gram panchayat" revealed that 27.50 per cent members had education upto primary level and 20.84 per cent had upto middle school level. Similarly, 12.50 per cent and 4.16 per cent of the members had education upto high school and college level respectively. It was also observed that 15.84 per cent of the members were illiterate and 19.16 per cent could read only.

Mandal and Ray (1996) revealed that 43.24 per cent of the pradhans were educated upto graduate level whereas 32.43 per cent of them had high school level education.

Ramaparvathy (1996) revealed the educational level of women representatives in which 29.00 per cent of respondents had higher secondary school education, 24.00 per cent had primary school education and 8.00 per cent had collegiate education.

Vidya (1997) noted that 8.06 per cent of women panchayat members had not been to school at all, 20.98 per cent had lower primary school education, 25.80 per cent had upper

primary education, 38.70 per cent had recorded upto SSLC, 3.23 per cent each had reached pre-university and bachelor degree in arts.

Misra and Singh (1998) studied the rural leaders and revealed that 25.00 per cent of the representatives had no formal schooling, while 28.00 per cent had studied only upto primary school. Graduates account for 10.70 per cent of the representatives while professionals constitute 0.71 per cent.

Rani (2000) classified the women representatives according to their levels of education, out of the 206 respondents, 57.80 per cent were found to have studied upto the secondary level, 18.40 per cent upto the primary level, 11.20 per cent upto diploma level, 7.80 per cent had studied upto college level, while 4.80 per cent were illiterates.

Jadhav (2002) observed that 36.36 per cent of Gram panchayats had education upto pre-primary level and 23.86 per cent of them had primary level education.

Shanthasheela (2002) classified the respondents according to their level of education. Of the 73 respondents, 36.99 per cent studied upto the secondary level, 27.40 per cent had primary education, 19.18 per cent had middle school education, 6.85 per cent were functionally literate, 5.48 per cent had collegiate education and only 4.10 per cent were illiterates.

Doddahanumaiah (2005) revealed that education level of 57.00 per cent of elected women leaders was 'medium.'

Mohanty (2005) revealed that 32.50 percent of respondents studied upto intermediate/higher secondary, followed by 17.50 per cent studied high school, 5.00 percent of them middle school, 2.50 percent of them are primary ,whereas only 2.5 per cent of leaders were illiterates.

#### 2.5.4 Caste

Kubde *et al.* (1990) in their study on background profiles of members of Gram panchayats and their opinion about the situation revealed that in most of the panchayats the majority of members came from other backward class.

Bhargava and Vidya (1992) found that in the Panchayat Raj Institution on the whole, in Karnataka, women representatives of Vokkaliga and Lingayat caste groups constitute 60.00 per cent.

Shivaramu and Channegowda (1992) found that 44.10 per cent are of SC and ST members and 55.90 per cent members are from other castes.

Roy (1995) indicated that 48.57 per cent panchayat members/presidents were from SC, while 26.29 per cent and 21.14 per cent respondents belonged to most backward and less backward castes, respectively.

Ramaparvathy (1996) disclosed that 86.00 per cent of women representatives belong to backward community, eight per cent scheduled caste and scheduled tribe and only six per cent belong to forward community.

Bhosale (1997) observed that among the women Gram panchayat members studied, 51.77 per cent belonged to lower castes *i.e.*, SC, ST and OBC while remaining belonged to upper castes.

Kuraria *et al.* (1997) revealed that 44.17 per cent panchayat members belonged to general caste category, while OBC, SC and ST were 30.83, 15.00 and 3.33 per cent, respectively.

Misra and Singh (1998) stated that caste is a major factor in rural society. They revealed that 60.70 per cent of elected representatives from Haryana Panchayat Raj are from the upper castes. Of these, 46.40 per cent of are male representatives and female representatives account for 14.30 per cent. Scheduled caste constitute 28.60 per cent of the elected representatives, while 1.07 per cent of the representatives belong to backward classes.

Mohanty (2005) revealed that majority (95.00%) of the respondents belong to general caste category, followed by only 5.00 per cent leaders were from SC/ST category.

### 2.5.5 Marital status

Ramaparvathy (1996) indicated that 85.00 per cent of the women representatives were married, 6.00 per cent deserted, 5.00 per cent un-married and 4.00 per cent were widows.

Santha (1999) found that in Haryana, 95.45 per cent of the elected women representatives were married and 6.60 per cent were widows. In Kerala, majority (89.19%) of the elected representatives were married. In Tamil Nadu, majority (92.86%) of them were married.

Shanthaheela (2002) revealed that Majority (94.52%) of the respondents under married group and only 5.48 per cent were unmarried. In the married group, (2.74%) were widows and (1.37%) were deserted.

### 2.5.6 Family type

Joseph (1987) noticed that 82.50 per cent of the beneficiaries belonged to nuclear type of family followed by 17.50 per cent from joint families.

Grover *et al.* (1991) found that the majority of the respondents belonged to nuclear family.

Kalliguddi (1993) revealed that majority of the opinion leaders (57.14%) belonged to 'nuclear' families, while 42.86 per cent of them were from 'joint' families.

Ramaparvathy (1996) found that 84.00 per cent of the women representatives had shifted from the traditional joint family to nuclear family. Further, 46.00 per cent of them belong to small family ranging between 1-3 members, 49.00 per cent belonged to 4-6 members and only meager 5.00 per cent had large family size 7-8 members.

Santha (1999) observed that in Haryana, of the 45 elected representatives, 30 representatives (66.67%) were from joint families. In Kerala, of the 74 women representatives, 52 (70.27%) were from nuclear families and in Tamil Nadu, of the 84 representatives, 45 (53.57%) were from joint families.

Shanthasheela (2002) inferred that majority (76.71%) of the respondents belonged to 'nuclear' family and only 23.29 per cent of them to 'joint' family.

Mankar (2003) indicated that at overall level, nearly equal percentage of panchayat members came from nuclear (50.48%) and joint (49.50%) families. The male members were distributed equally in joint and nuclear families, while in case of female members, 51.58 and 48.42 per cent belonged to nuclear and joint families, respectively.

Doddahanumaiah (2005) revealed that majority (78.00%) of women leaders belonged to nuclear type of family followed by 22.00 per cent respondent's belonged to joint family.

### 2.5.7 Family Size

Deshmukh (1967) in his study of leadership pattern in a Maharashtra village found that members from medium and large families had better chances to become a leader.

Mohanan (1984) in his study on profile leadership in rural eco-operative society in Trichur district of Kerala found that the average family size consist of five persons.

Yadav *et al.* (1992) stated that size of family did not appear to play a major role in determining an individual leadership status in the village.

Kamble (1998) found that 82.88 per cent of the Gram panchayat members were having large size of family while 17.12 per cent of them had small size families.

Mankar (2003) reported that majority (54.92%) of the respondents were from medium size family, which comprised of 50.91 per cent of male members and 52.63 per cent female members. Further, analysis revealed that 24.09 per cent male members and 22.11 per cent female members belonged to large size families and 20.00 per cent and 25.26 per cent male and female members, respectively were from small family size.

## 2.5.8 Family occupation

Chandrasekhar and Anand (1991) found that some women chose to cite agriculture, or social work as their occupation, most women had indicated that they were housewives, *i.e.*, that they had no other independent vocation.

Bhargava and Vidya (1992) observed that all the selected women members had agriculture as the predominant occupation.

Kumari (1993) pointed out that 59.01 per cent of the women panchayat members were engaged purely in agriculture, 1.64 per cent was in business, followed by 8.19 per cent who were government employees and 4.92 per cent were working as labourers. Further, it was pointed out that 59.01 per cent of the women panchayat members were engaged purely in agriculture, 1.64 per cent was in business, followed by 8.19 per cent were government employees and 4.92 per cent were working as labourers.

Roy (1995) observed that 66.80 per cent of Panchayat members were agriculturists, followed by agricultural labourers (14.90%) and business/self employment (11.40%). Industrial workers constitute for 6.30 per cent and only 0.60 per cent was having no occupation.

Ghosh (1996) observed in his study on "Occupational pattern of Gram panchayat members in Budwan district of West Bengal" that 19.77, 3.97 and 18.99 per cent of gram panchayat members were agricultural labourers, bargadars and cultivators, respectively.

Mandal and Ray (1996) in their study found that 57.66 per cent of Gram panchayat pradhans were engaged in 'service' while 31.53 and 3.60 per cent of them were engaged in 'cultivation' and 'business', respectively. Very few of them (1.80%) were engaged in 'independent profession' while 0.90 per cent and 4.50 per cent were labourers' and had 'no occupation', respectively.

Ramaparvathy (1996) observed the women representatives occupation and she found that 82.00 per cent of the respondents were full time home makers and of the others 16.00 per cent were employed in organised sector and two per cent were employed in unorganised sector *i.e.*, coolies.

Vidya (1997) revealed that out of the 62 women members in zilla parishad 1.61 per cent women were working as a typist in a Government office, 12.90 per cent were typical housewives, followed by 11.30 per cent who were involved in business like having flour mill, tailoring shop and small hotel. The majority of them (74.19%) were involved in helping their husbands on their agricultural land. Most of the members after fulfilling their domestic duties were involved in some productive work.

Misra and Singh (1998) found that majority of the Panchayat Samiti members' (60.70%) main occupation was agriculture, while 25 per cent were labourers. Apart from these, 7.1 per cent were from the service class families and those hailing from business families also constitutes for 7.1 per cent

Rani (2000) revealed that 68.50 per cent of the elected and defeated respondents were housewives as against 15.50 per cent were agriculturists, 8.30 per cent were government servants retired from service and 7.70 per cent were agricultural coolies. She further explained that 55.90 per cent of the family heads of the respondents were agriculturists or agriculturists-cum-businessmen, agricultural coolies or government servants engaged in agricultural operations as well, 44.10 per cent were either purely businessmen or government servants.

Shanthasheela (2002) revealed that more than half of the respondents (56.16%) were involved in helping their husbands in their agricultural land, 19.18 per cent were typical housewives, 16.44 per cent were wage earners, 5.48 per cent were involved both in agriculture and business, only 2.74 per cent were involved in service.

Mankar (2003) revealed that the major occupation of the respondents was farming (55.24%), followed by business (20.63%) and service (18.10%). Further, analysis reveals that farming was the major occupation of male respondents (61.82%) and female respondents (40.00%), followed by business (21.36%) in case of male respondents and service (28.42%) in case of female respondents.

### 2.5.9 Land holding

Muthayya and Raju (1973) observed that a majority of the Sarpanch's had land holding of above 10 acres.

Anonymous (1975) observed that average size of land holding of a Gram panchayat members was about 15 acres. About 80.00 per cent of the Gram panchayat members had irrigated land. On an average a member had 3 acres of irrigated land each.

Radhakrishna and Annamalai (1975) observed that a majority of Panchayat presidents in Tamil Nadu were equally distributed among different farm size categories *viz.*, big, medium and small land holders.

Kalliguddi (1993) observed that three-fourth (75.00%) of opinion leaders had large sized family and the remaining one-fourth of them (25.0%) had small sized family

Ray and Mandal (1993) indicated that 18.00 per cent of the Gram panchayat pradhans had no land and 20.00 per cent had less than one acre of land. 37.00 per cent of the Pradhans had land holding between 1-5 acres and 23 per cent above 5 acres. None of them had large land holding.

Roy (1995) revealed that 28.00 per cent of Panchayat members own land between 2.5 to 5.0 acres, 18.90 per cent members were landless 15.40 per cent of them had 1.2 to 50.0 acres land followed by 10 to 15 acres (10.30%).

Ghosh (1996) found that 41.97 per cent Gram panchayat members were from land less family, 5.33 per cent belonged to the family of patta holders and 38.72 per cent have a family holding of land upto 2.5 acres. On the other hand, 10.15 per cent of them hold land in the range of 2.5 acres to 5 acres, 3.47 per cent in the range of 5.01 to 10.00 acres and only 0.36 per cent hold land above 10.00 acres.

Jadhav (2002) observed that 23.86 per cent of Sarpanchas had marginal size of land holding *i.e.*, upto 1.00 hectare while 42.05 per cent of Sarpanchas had small sized land holding *i.e.*, 1.01 to 2.00 hectares.

Shanthasheela (2002) reported that the majority of the respondents (58.90%) owned more than 10 acres of land, 20.54 per cent of them were landless. Nearly 14.00 per cent were medium farmers and only 6.86 per cent hold 2.5 acres of land holdings.

Mankar (2003) reported that, 57.14 per cent of the respondents were having marginal land holdings, 22.86 per cent of them possessed small farm size. Almost equal percentage of members had medium size holdings (8.57%) and remaining (8.89%) were landless.

### 2.5.10 Annual income

Muthayya and Raju (1973) observed that a majority of Sarpanchas had high annual income indicating the income was more relevant to occupy position of Sarpanch.

Kubde *et al.* (1990) noted that half (50.00%) of the Gram panchayat members had satisfactory income level with no one in low income category.

Shinde (1991) reported that maximum number (43.38%) of the respondents had 'medium' annual income, while 34.56 per cent of the respondents had 'low; annual income and 22.06 per cent of the leaders had 'high' annual income. The average annual income of the leaders was Rs. 10,700 per month.

Abraham (1993) observed that the 21.70 per cent of the members were eligible to pay income tax to the government. Over one-fourth (28.80%) of Panchayat presidents possessed movable properties of above one lakh rupees. It is very important to note that 15.40 per cent members had moveable property worth more than Rs. 5 lakhs. The 32.7 per cent of the Panchayat presidents family had the immovable properties worth above Rs. 5 lakhs.

Kumari (1993) observed that 40.98 per cent of the ZP members were earning an annual income between Rs. 1,000-10,000, whereas, 52.46 per cent had an annual income ranging between Rs 10,001 to 30,000. Finally, 5.56 per cent fell in the annual earning ranging between Rs. 20,001 to 30,000.

Mahadik (1995) indicated that majority (71.57%) of the respondents were having 'medium' annual income. One fifth (20.59%) and 7.84 per cent of the respondents were having 'low' and 'high' annual income, respectively. The average annual income of GP, PS and ZP members was Rs. 17,982, Rs. 38,757 and Rs. 70,125, respectively and the average annual income of the respondents was Rs. 31,864.

Singh *et al.* (1995) reported that in Punjab, 20.69 per cent of the Gram panchayat members had annual income between Rs. 40,000 to Rs. 50,000 followed by 20.69 per cent of them having income more than Rs. 50,000. Income range of Rs. 30,001 to Rs. 40,000 was prevailing among 12.07 per cent, while almost equal per cent of respondents (13.79%) belonged to income groups of Rs. 20,001 to Rs. 30,000 and Rs. 10,001 to Rs. 20,000 respectively.

Gajre (1997) found that 68.74 per cent of the Gram panchayat members had annual income in the range of Rs. 30,001 to Rs. 66,000 while 15.63 per cent each had low annual income *i.e.*, upto Rs. 30,000 and high annual income *i.e.*, more than Rs. 66,000.

Kuraria *et al.* (1997) found that more than half of the elected representatives had medium annual income of Rs. 30,001 to Rs. 66,000.

Salunke (2000) observed that 62.80 per cent women Gram panchayat members had the annual income in the range of Rs. 16,001 to Rs. 84,000.

Shanthasheela (2002) reported that 60.27 per cent of the respondents had an annual income of Rs. 50,000 and above. Of which, 30.14 per cent belonged to annual income group of Rs. 50,000 to Rs. 1,00,000. More than one fifth (20.55%) belonged to Rs. 1,00,001 to Rs. 2,00,000 while 4.10 per cent belonged to Rs. 2,00,000 to Rs. 3,00,000 and only 5.48 per cent had an annual income of more than Rs. 3,00,000. It was observed that 27.40 per cent of the respondents belonged to the annual income group of Rs. 25,000 and below and only 12.33 per cent belonged to Rs. 25,000 to Rs. 50,000.

Mankar (2003) observed that majority (46.98%) of the respondents were from medium (Rs. 21,001 – Rs. 50,000) income group, followed by low (28.89%) upto Rs. 21,000 income, whereas 21.43 per cent of respondents were having high income of Rs. 50,001 and above.

Mohanty (2005) revealed that majority (97.50%) leaders were categorized as above poverty line (Rs. 20129 and above), followed by only 2.50 per cent respondents were categorized under below poverty line (Rs. 15097 – Rs. 20128).

### 2.5.11 Social participation

Anonymous (1975) found that a majority of the Gram panchayat members had low participation score while 24.00 per cent had medium participation score and rest of them had a high participation score.

Thombare (1976) reported that on an average Panchayat members participation was not found in more than two social organizations.

Ponnappan (1982) concluded that majority of the beneficiaries (54%) had medium level of social participation, whereas, 28.00 and 18.00 per cent had low and high level of social participation, respectively.

Shinde (1991) found that about 58.00 per cent of the leaders had 'low' social participation, while 41.91 per cent of them had 'high' social participation.

Mandal and Ray (1996) found that 40.54 per cent of the Gram panchayat pradhans were office bearers in two organizations while 28.83 per cent of pradhans were members of four organizations.

Bipate (1997) found that 41.43 per cent of the Gram panchayat members were the members of more than one organizations, while 34.28 per cent of them were office bearers.

Gajre (1997) revealed that 78.91 per cent of the Gram panchayat members had low social participation, while 21.09 per cent of them had high social participation.

Jadhav (2002) observed that more than two-third (69.32%) of Sarpanchas had medium level of social participation.

Shanthasheela (2002) observed that 26.03 per cent of respondents were members of cooperative milk societies, 21.92 per cent were members of political parties, 20.55 per cent were members of self help groups, 17.81 per cent were members of TANWA and co-operative banks and 1.37 were members in Nehru Yuva Kendra.

Mankar (2003) reported that about half (49.84%) of the respondents belonged to high social participation category. In case of male respondents, high social participation was observed among 54.55 per cent while it was reverse in case of female respondents who mostly had no social participation (54.74%).

Mohanty (2005) revealed that 52.50 per cent of respondents had membership of only one organization, followed by 22.50 per cent leaders were office bearers in any organization and only 12.50 per cent of them had membership of more than one organization.

#### 2.5.12 Extension participation

Rogers and Carpenter (1965) studied the personal characteristics of agricultural leaders' communication behaviour and their farmers' behaviour by direct and indirect exposure through extension contacts found that very few were reached by indirect contacts.

Kalakanavar (1999) revealed that extension contact of women members shows that majority of women belonged to the category of 'medium' extension contact (37.00%) followed by 'high' (34.00%) and low (29.00%), respectively.

Sagar and Singh (1999) stated that attitude towards extension participation and contacts of opinion leadership affected the productivity of crops in one way or other.

Mankar (2003) reported that more than half of the respondents (53.33%) had medium extension participation followed by high (28.89%) and low (13.65%), while 4.13 per cent of them were found in no participation category. The extension participation was higher in case of female respondents (58.95%) as compared to male respondents (50.91%) in medium category. In case of high category, male and female respondents were 35.91 and 12.63 per cent, while 9.54 per cent of male and almost one-fourth (23.16%) of female respondents had low extension participation.

#### 2.5.13 Mass media exposure

Brown (1981) found that 40 per cent of the farm women were reading or hearing to the news from news paper.

Mehra *et al.* (1985) observed that two-third of respondents viewed television on an average of 1-2 hr daily

Durake (1987) reported that all the leaders were using mass media information on modern agriculture to a 'lower or greater' extent. The study also revealed that majority (69.00%) of the local leaders were using mass media to a 'greater' extent.

Shinde (1991) in his study realized that more than half (67.65%) of the local leaders were having 'medium' mass media exposure.

It was observed by Elangovan (1994) that radio was used by more than half (55.83%) of the respondents. He also stated that 91.67 per cent possessed radio. Radio was preferred because it includes political news, entertainment and government policies.

Fuzele (1996) in his study on reading and listening interests of Gram panchayat members observed that majority (90.17%) of the members preferred crop cultivation content of radio programme, followed by use of fertilizers and plant protection measures to the extent of 81.67 and 70.00 per cent, respectively. One-third of them preferred storage and marketing, folksongs with agriculture base. Whereas, forecast of weather was their least preferred choice (26.67%).

Kalakanavar (1999) indicated that equal percentage of Gram panchayat members (35.00%) possessed 'medium' and 'high' mass media participation. And 30.00 per cent of women members of Gram panchayat possessed 'low' level of mass media participation.

Patil (1999) observed that 74.42 per cent of Gram panchayat members were found in 'medium' category of mass media exposure, while 15.12 and 10.46 per cent of them were found in 'low and high' categories of mass media exposure, respectively.

Shanthasheela (2002) concluded that majority of the respondents (80.82%) possessed radio, 73.97 per cent of them possessed television and 13.70 per cent of them depend on others. In all, 87.67 per cent of the respondents viewed television, 56.16 per cent of them subscribed to news papers and 10.96 per cent read the news papers from the library and 15.07 per cent subscribed to weekly/monthly magazines

Mankar (2003) reported that over two-third (66.35%) of the respondents had medium mass media exposure, one-fifth (21.59%) and 10.16 per cent of them had low and high mass media exposure, respectively.

Mohanty (2005) revealed that majority (55.00%) of the respondents belong to high mass media exposure category followed by 42.50 per cent of them belong to medium level, whereas only 2.50 per cent of leaders belong to low mass media exposure category.

#### 2.5.14 Value orientation

Sundareshan (1978) conducted a study in two villages of Saundatti taluk of Belgum district in Karnataka and reported that the values such as scienticism, cosmopoliteness and liberalism were occupying the first three ranks followed by the values localiteness, conservation and fatalism.

Muthaiah (1981) reported that both the effective and less effective farm leaders possessed more cosmopolite value orientation than their followers

Dipali *et al.* (1989) found that women of Dharwad district were almost equally distributed in fatalism and familism and also in localiteness and cosmopoliteness categories that means rural women possess traditional value orientation

Marilingannavar and Manjunath (1992) found that 56.66 and 57.33 per cent of the shepherd of Dharwad district possess progressive value like scienticism and high aspiration respectively.

#### 2.5.15 Cosmopoliteness

Rogers (1962) pointed out that leaders differed from their followers in cosmopoliteness and information source consultancy patter.

Sen (1969) concluded that opinion leaders were much more in contact with outside world through visits to urban centres.

Sen and Roy (1971) in their nationwide survey reported that leaders were more cosmopolite than non-leaders.

Dubey and Dwivedi (1972) reported that leaders in the field of agriculture were more cosmopolite than non leaders.

Anonymous (1975) found that about 41.00 per cent of the respondent Gram panchayat members were more cosmopolite, while 36.00 per cent were less cosmopolite.

Satyanarayanan (1983) Found that opinion leaders possessed more cosmopoliteness orientation than non opinion leaders.

Gajre (1997) observed that 53.12 per cent of the Gram panchayat members had low level of cosmopoliteness while 46.88 per cent of them had high level of cosmopoliteness.

Jadhav (2002) found that nearly three-fourth (71.79%) of the Sarapanchas had medium level of cosmopoliteness.

#### 2.5.16 Decision taking ability

Abel (1952) reported that the role played by farm women in cooperation with their husbands in making decisions and judgments affected not only the home, but also the farm business.

Wilkening (1952) reported that a curvilinear relationship between farm income and 'joint' involvement of 'husband and wife' in major decisions. Both the low and high income groups tended to be characterized by low "joint decision making".

Sharma and Singh (1970) found that women's participation in decision making was associated with the socio personal characteristics such as age, education, occupation, type of family, family size, size of holding farming, experience, income and information seeking behaviour.

Singh and Ramachand (1984) stated that men and women usually discussed matters with each other. The final decision was taken by man in consultation with women only.

Ponnusamy *et al.* (1990) indicated that farm women were found to have taken majority of decisions either independently or jointly in various areas of farming.

Bhargava and Vidya (1992) stated that the women representatives of Panchayat Raj Institutions on the whole lag behind men representatives in their educational level. Lack of education manifests itself in their relatively low degree of involvement in the decision-making process.

Pal (1994) indicated the main reason for women's development not picking up has been non-involvement and participation of women in decision-making.

Vidya (1997) observed the fact that women had poor representation at the parliament and state legislature level. Since independence the women representation at both the levels has been fluctuating around five per cent. This low representation of women indicate the low participation of women in political decision-making. But, at the level of Panchayat Raj Institutions also, hardly any progress could be noticed. This is mainly because of the uninterrupted and undisturbed dominance of rural elites mainly male ones over the rural power structure. It has been observed that women had an unimpressive role to play in these institutions since their voice was almost unheard and unnoticed.

### 2.5.17 Risk orientation

Venkureddy and Sahay (1973) reported that association between the farm leaders and their risk orientation both in progressive village and non-progressive village in West Godavari district of Andhra Pradesh.

Sinha *et al.* (1989) identified that the risk preference is the characteristic of opinion leaders in Nepal.

Sammbireddy and Punuarao (1993) have identified the influence of risk orientation on farm leaders to become effective.

Ravishankar (1995) in his study observed that 65 per cent of the respondents had medium level of risk bearing capacity followed by high (20.00%) and low (15.00%) level of risk orientation respectively.

Vedamurthy (2002) in his study on arecanut growers of Shimoga district in Karnataka reported that 45.33 per cent of areca growers belonged to medium category followed by 38.00 per cent of them had high risk orientation and 16.66 possessed low risk orientation.

Venkataramalu (2003) reported that majority of the farmers had medium level of risk bearing (73.33%) capacity.

Shashidhar (2004) revealed that majority of the farmers (70.83%) had medium level of risk bearing ability and low (15.00%) level of risk orientation.

From the above studies it can be concluded that majority of the farmers had medium risk bearing capacity.

### 2.5.18 Achievement motivation

Ajaya Kumar (1989) found that about 30.00 per cent of the farmers had high achievement motivation and around 34.00 per cent had low achievement motivation.

Kanthraju (1989) observed that 42.00 per cent of the farmers had high achievement motivation, 25.00 per cent had low achievement motivation and 33.00 per cent had medium Achievement motivation.

Shailaja (1990) revealed that larger farm women had high level of achievement motivation and differed significantly with of other groups.

Shivalingaiah (1995) reported that majority of them are small farm rural youth (72%) and big farm rural youth (78%) medium to high achievement motivation.

Ahamad (1998) Found that eldest adolescent had higher achievement motivation than middle or youngest one.

Usharani (1999) revealed that majority of the respondents belonged to medium level achievement motivation category.

Deepak (2003) reported from his study that majority of the beneficiaries and non-beneficiaries of WYTEP belongs to medium achievement motivation category.

## 2.6 Knowledge level of panchayat members

Mahadik (1995) observed that majority of Gram panchayat members (86.21%) had 'medium' knowledge level, followed by 'low' (10.34%) and high (3.45%) about agricultural development programmes. Further, the study revealed that the members of PRIs had knowledge of only a handful of schemes.

Khare *et al.* (1998) observed that 58.53 per cent respondents were belonged to 'high' knowledge level. The 'medium' and 'low' knowledge level was observed by 29.27 per cent and 12.20 per cent about agricultural development.

Ramaparvathy (1996) indicated that the respondents were knowing the functions of the panchayat president as, presiding village panchayat meetings (40.00%), carrying out works related to village development (32.00%) and solving local problems (31.00%). The functions of the vice-presidents as per the respondents were, performing presidents function in his absence (40.00%) and helping president in his functions (30.00%). The functions of ward members were, taking village problems to the president's notice (44.00%), helping in the proper functioning of panchayat (40.00%) and checking the records and registers maintained at village panchayat office (32.00%).

## 2.7 Relationship between selected characteristics of presidents of PRIs with the leadership pattern

Independent variables	Respondents	Association
Age		
Mahadik (1995)	Panchayat members in Ratnagiri district of Maharashtra	Non significant
Salunke (1975)	Gram panchayat members	Non significant
Kubde <i>et al.</i> (1990)	Role performance of Gram panchayat members	Significant
Gajre (1997)	Role performance of Gram panchayat members	Positive significant
Mankar (2003)	Knowledge level of panchayat members about agriculture development	Significant
Mohanty (2005)	Leadership pattern in the farming community	Non-significant

Education		
Mahadik (1995)	Panchayat members	Non significant
Thombare (1976)	Gram panchayat members	Significant
Intodia and Shaktawat (1980)	Role performance of Sarpanchas	Non significant
Meher and Patil (1984)	Role performance of opinion leaders	Significant
Kubde <i>et al.</i> (1990)	Gram panchayat members	Significant
Mankar (2003)	Knowledge level of panchayat members about agriculture development	Significant
Mohanty (2005)	Leadership pattern in the farming community	Non-significant
Caste		
Intodia and Shaktawat (1980)	Role of performance of Sarpanch	Significant
Mahadik (1995)	Panchayat members	Non significant
Salunke (2000)	Role performance of woman members of Gram panchayat	Highly significant
Mankar (2003)	Knowledge level of panchayat members about agriculture development	Significant
Mohanty (2005)	Leadership pattern in the farming community	Non-significant
Size of land holding		
Bipate (1977)	Role performance of Gram panchayat members	Significant
Garje (1997)	Gram panchayat members	Positive significant
Jadhav (2002)	Role performance of Sarpanchas	Highly significant
Family size		
Bhosale (1997)	Role performance of Gram panchayat members	Non significant
Kamble (1998)	Role performance of Gram panchayat members	Significant
Mankar (2003)	Knowledge level of panchayat members about agriculture development	Significant
Mohanty (2005)	Leadership pattern in the farming community	Non-significant
Annual Income		
Kadam and Valunj (1982)	Role performance of Gram panchayat members	Highly significant
Abraham (1993)	Socio-economic and political status of panchayat leadership in Kerala	Significant
Kuraria (1997)	Role performance of elected representation of Panchayat Raj system	Non significant

Shantha (2002)	Women panchayat presidents	Significant
Mankar (2003)	Knowledge level of panchayat members about agriculture development	Significant
Mohanty (2005)	Leadership pattern in the farming community	Non-significant
Cosmopolitaness		
Anonymous (1975)	Role performance of Gram panchayat	Significant
Garje (1997)	Role performance of Gram panchayat members	Positive significant
Kamble (1998)	Role performance of Gram panchayat members	Positive significant
Jadhav (2002)	Role performance of Sarpanchas	Highly significant
Doddahanumaiah (2005)	Knowledge of statutory roles of elected women panchayat leaders	Significant
Social participation		
Bipate (1997)	Role performance of Gram panchayat members	Significant
Kubde <i>et al.</i> (1990)	Opinion leaders	Significant
Bhosale (1997)	Role performance of Gram panchayat members	Non significant
Jadhav (2002)	Role performance of Sarpanchas	positive significant
Mankar (2003)	Knowledge level of panchayat members about agriculture development	Significant
Doddahanumaiah (2005)	Knowledge of statutory roles of elected women panchayat leaders	Significant
Mohanty (2005)	Leadership pattern in the farming community	Non-significant
Extension participation		
Bhosale (1997)	Women panchayat members	Significant
Garje (1997)	Role performance of panchayat members	Highly significant
Salunkhe (2000)	Role performance of women panchayat members	Positive significant
Mankar (2003)	Knowledge level of panchayat members about agriculture development	Significant
Mass media participation		
Durake (1987)	Opinion leaders	Significant
Mahadik (1995)	Panchayat members in Ratnagiri	Non significant
Fulzlele (1996)	Reading and Listening interest of Gram panchayat members	Significant
Kalakannavar (1999)	Women panchayat members	Non significant

Shantha (2002)	Women panchayat members	Significant
Mankar (2003)	Knowledge level of panchayat members about agriculture development	Significant
Mohanty (2005)	Leadership pattern in the farming community	Non-significant
Decision making ability		
Doddahanumaiah (2005)	Knowledge of statutory roles of elected women panchayat leaders	Significant
Risk orientation		
Doddahanumaiah (2005)	Knowledge of statutory roles of elected women panchayat leaders	Significant
Mohanty (2005)	Leadership pattern in the farming community	Non-significant
Achievement motivation		
Doddahanumaiah (2005)	Knowledge of statutory roles of elected women panchayat leaders	Non-significant
Political participation		
Mankar (2003)	Knowledge of panchayat members about agriculture development	Non-significant
Doddahanumaiah (2005)	Knowledge of statutory roles of elected women panchayat leaders	Significant

## 2.8 Suggestions from presidents for better performance of the Panchayat Raj Institutions

Babureddy (1982) suggested the following solutions relating to Devaragudipalli village panchayat of Kolar district;

- i. The development schemes were undermined due to scarcity of funds, so the government should make alternative steps to meet the finance and
- ii. The village panchayats unitedly work towards constructive development.

Ashirvad (1989) suggested the following remedies for the improvement of Panchayat Raj Institutions.

- i. Enhancement of the grants
- ii. Legal status
- iii. Be provided with more amounts and
- iv. Be provided with more decision-making powers.

Mukharji (1994) opined that the state level politicians and bureaucracies are generally regarded as the main obstacles in the way of decentralized governance. Panchayats must have the power to recruit and control their own staff, until they are in a position to exercise this power, all existing state employees need to be placed at their disposal on deputation. But this would be just inescapable tension expedient to be gradually phased out as and when the panchayats are able to recruit on their own.

Valunj (1997) reported that almost all the respondents (99.30%) took voluntary active participation in all items of village development such as *Sharamadan*, assistance to the poor and backward people and establishing youth clubs for carrying out work effectively. He also revealed that 98.00 per cent of the respondents suggested that government should give

financial assistance to Gram Panchayats for village development. While 61.00 per cent of the respondents suggested that Gram Panchayat should be given still larger assistance from the land revenue.

Garje (1997) observed in his study that increasing financial support by the Government had got first rank in the suggestions (100.00%). Also, the suggestions like increasing taxes on weekly bazaar and other functions like active participation by extension agencies had got most priority (100.00%). The next important suggestions were 'timely and adequate cooperation by ZP and panchayat Samithi (97.65%) and cooperation by villagers in various activities (93.75%).

Kamble (1998) reported that all the respondents suggested that financial support should be provided by the Gram panchayat taxes on weekly bazaar and other functions be hiked and active participation/ cooperation of extension agencies be sought. Other important suggestions were timely and adequate cooperation by Zilla Parishad and Panchayat Samiti, co-operation by villagers and other panchayat members and active cooperation by various voluntary organizations be secured.

Vithal (1998) revealed that working of panchayat was badly affected as one secretary is made responsible for four or five panchayats. The government of Madhya Pradesh is not able to channelise funds beyond what it receives from the centre for JRY and EAS even after setting up the State Finance Commission.

Patil (1999) suggested that 'sufficient funds should be provided to panchayats' (64.51%), 'villagers must be educated' (36.75%), 'low cost technology should be developed' (67.74%), 'extension organizations should give timely guidance' (62.06%), training facilities should be made available at village level' (48.27%) and 'technology should be simple and easy to understand' (45.16%).

## 2.9 Theoretical framework of the study

In this section, the conceptual model of the study was attempted to provide an effective backdrop against which theoretical conclusion and the relationships predicted among the multifarious characteristics in the present investigation could be empirically verified. The panchayat raj institutions with three tier hierarchical structure giving rise to different cadres like presidents of zilla panchayat, taluk panchayat and gram panchayat each with predefined roles and responsibilities. The presidents of zilla panchayat, taluk panchayat and gram panchayat provides leadership to members of zilla, taluk and gram panchayats in various dimensions such as communication pattern, extension skills, organizing ability, decision making, co-ordinating ability, directing, guidance and control, reporting and human relation skills. Moreover, the objects and subjects of the institutions of panchayats being human beings the managerial leadership plays a dominant role in the total management process. Hence, the leadership pattern adopted by the presidents in achieving the horticulture development tasks with the cooperation and co-ordination of members and farmers is of immense importance in the leadership behaviour theory and research.

In the present study, leadership pattern of presidents of panchayat raj institutions was taken as dependent variable and was operationalized as the constituent pattern of behaviour exhibited by presidents of panchayat raj institutions in achieving the task of agriculture and rural development. Knowledge level of panchayat of panchayat raj institutions about horticulture development was taken as another dependent variable and was operationalized as the knowledge of various projects, schemes, packages, trainings concerned to horticulture development known and understood by the presidents.

The conceptual model of the study developed based on the objectives and review of available literature and within the framework of which the study was conducted is diagrammatically represented in Fig. 5a. The conceptual model clearly depicts the profile characteristics of presidents of panchayat raj institutions which inturn have influence on the leadership pattern and knowledge of presidents about horticulture development. Thus, the conceptual model upon empirical verification would provide vital information on crucial aspects having strategic importance in moulding the leadership pattern of presidents of panchayat raj institutions.

## 2.10 Hypothesis set for the study

- The presidents of panchayat raj institutions do not differ in their profile characteristics.
- The presidents of panchayat raj institutions do not differ in their leadership pattern.
- The presidents of panchayat raj institutions do not differ in their level of knowledge about horticulture development
- There are no discriminating independent variables between the leadership behaviour of male and female presidents.

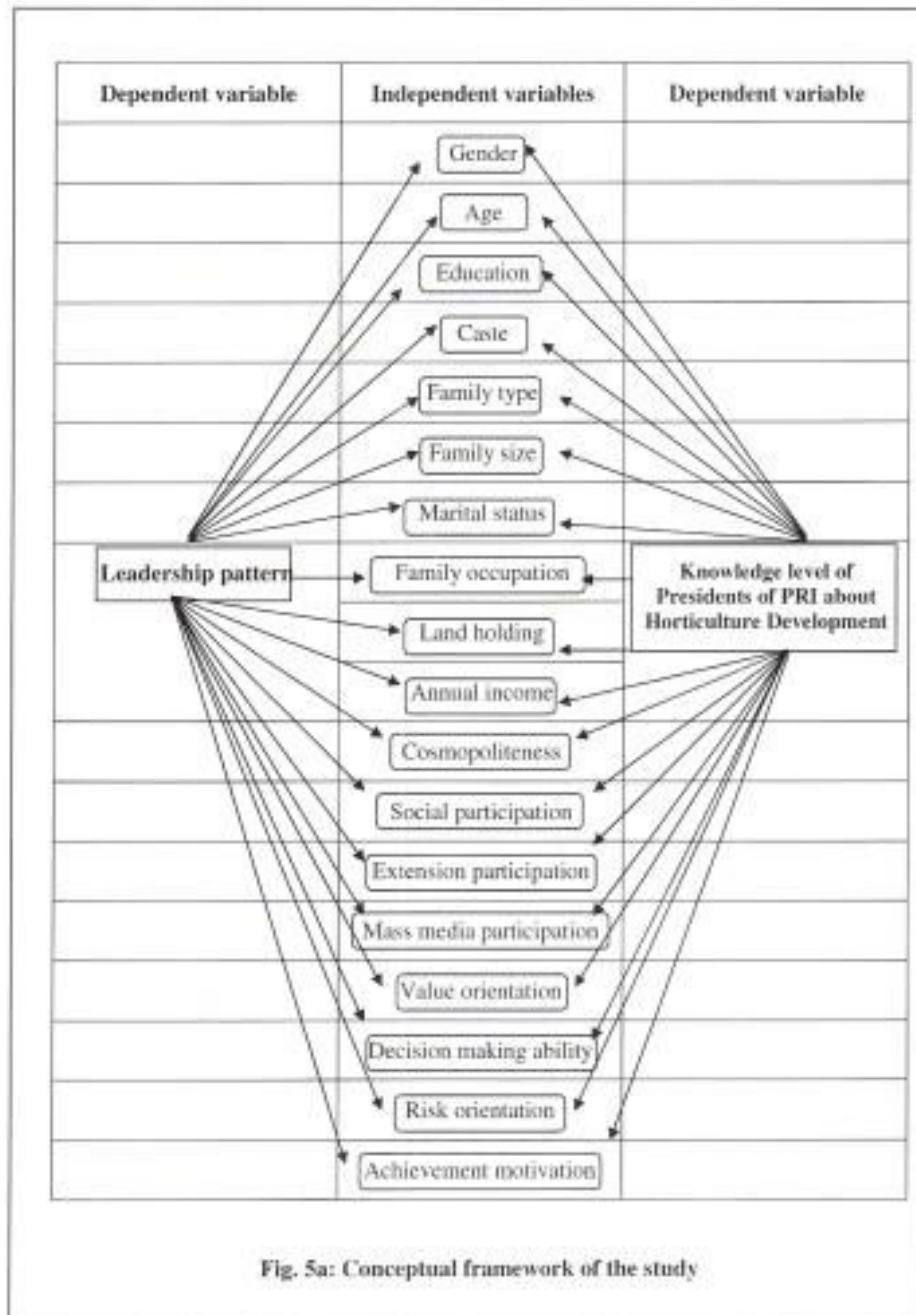


Fig. 5a: Conceptual framework of the study

Fig. 5a: Conceptual framework of the study

### **3. METHODOLOGY**

Every research follows a systematic procedure to conduct a study in the light of the predetermined objectives. Accordingly, the scope of the study and the techniques of investigation to be adopted, tools to be used and the empirical measures to be followed are decided. As per the set objectives of the present study, the research methodology needs to adopt both quantitative and qualitative techniques in research. The research methods and procedures followed in conducting the study are described under the following major heads.

- 3.1 Profile of the study
- 3.2 Sampling procedure
- 3.3 Nature and sources of data and selection of respondents
- 3.4 Variables and their measurements
- 3.5 Procedure followed in data collection
- 3.6 Statistical tools used in the study

#### **3.1 Profile of the study**

Observation of social behaviour is usually of little value if it does not include an adequate description of the character of social atmosphere or the larger unit of activity within which the specific social act occurs (Lewin, 1951).

The study was conducted during the year 2007-08 on the presidents of Panchayat Raj Institutions with the objective of studying their leadership pattern and knowledge about horticulture development. Bijapur district of Karnataka state was purposively selected based on the criteria of higher scope for horticulture development among all the districts of Karnataka and familiarity of researcher to the area and people.

#### **3.2 Sampling procedure**

Multi-stage purposive sampling technique was used. In the first stage, Bijapur district was selected based on better horticulture development among all districts of Karnataka. In the second stage, two taluks *viz.*, Bijapur and Indi were purposively selected as major horticulture development activities are undertaken in these talukas. In the third stage, all the gram panchayats from these two talukas are selected.

#### **3.3 Nature and sources of data / selection of respondents**

In Karnataka, Panchayat Raj Institutions are functioning effectively in all the 27 districts and 175 taluks, where in the three tier system of Panchayat Raj Institutions namely Zilla panchayat, Taluk panchayat, and Gram panchayat are functioning, there are 27 Zilla panchayat and 175 Taluk panchayats and 5528 Gram panchayats in the state.

In Bijapur district there is one president of Zilla panchayat, five Taluk panchayat presidents and 200 Gram panchayat presidents. Out of five taluks, two taluks namely Bijapur and Indi were purposively selected for the study.

In Bijapur district there is one Zilla panchayat and in Bijapur taluka there is one taluka panchayat and 46 Gram panchayats and in Indi taluka there is one taluka panchayat and 44 Gram panchayats. In all one Zilla panchayat two Taluk panchayats and 90 Gram panchayat presidents were selected as respondents for the study. Thus the total sample size was 93.

#### **3.4 Variables and their measurements**

##### **3.4.1 Dependent variables**

Considering the objectives of the study, leadership pattern and knowledge about Horticulture development by the presidents of Panchayat Raj Institutions were the dependent variables.

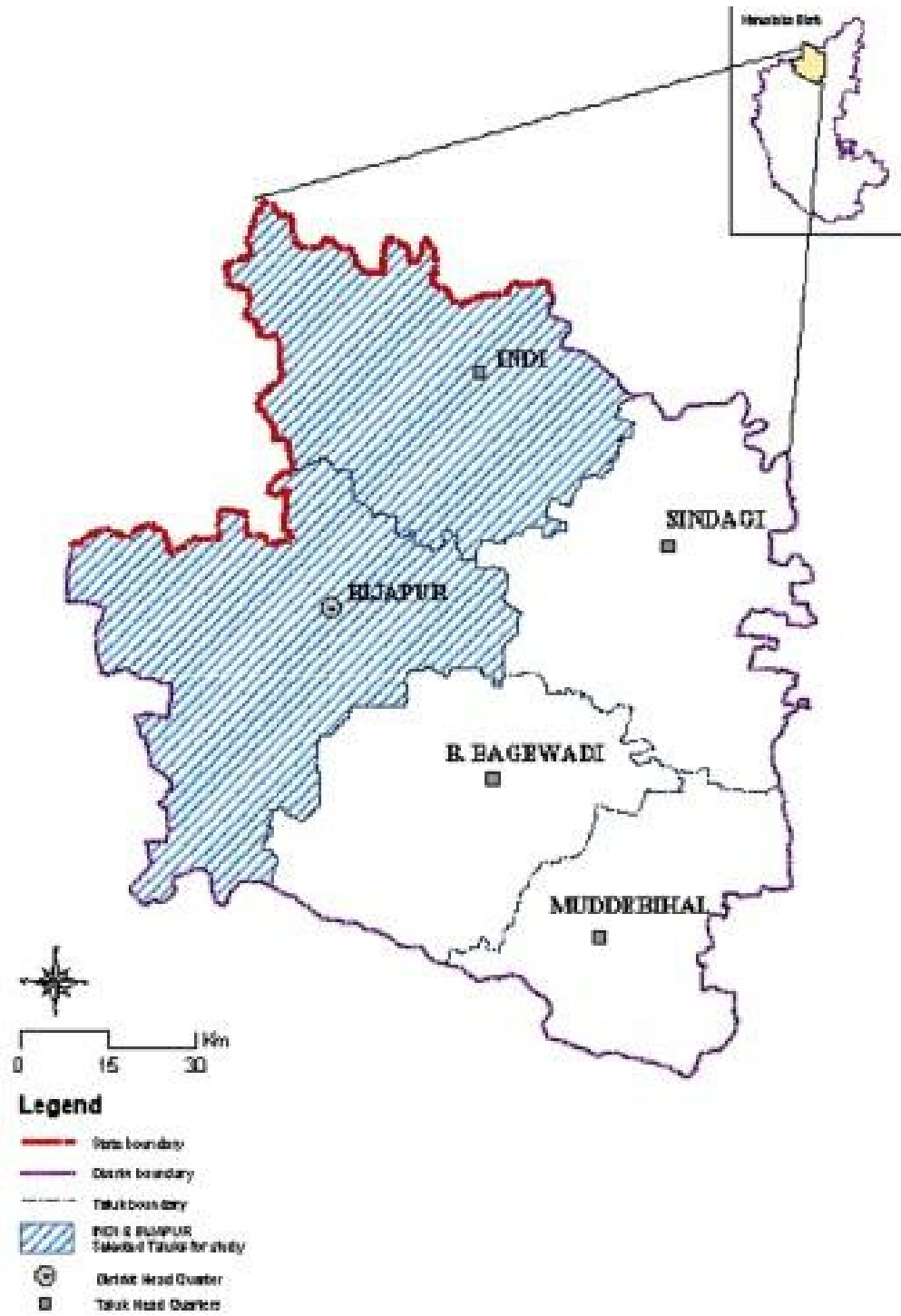
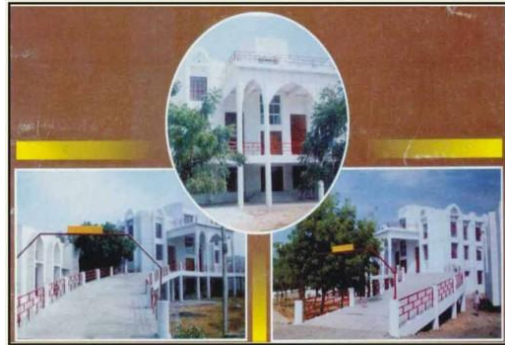


Fig. 5: Map of the study area



**Plate 1: Office of Zilla Panchayat, Bijapur**



**Plate 2: Office of Taluk Panchayat, Bijapur**



**Plate 3: Office of Gram Panchayats (Horti and Ballolli)**

### 3.4.2 Independent variables

Independent variables that were supposed to be related with the dependent variable, leadership pattern were identified by review of literature and discussion with experts in the fields of Agricultural Extension and Management and the variables that were considered to have bearing on the dependent variable of the present study were identified and included. The variables selected and their empirical measurement procedures adopted are as follows.

Variables and their measurement procedure

Sl. No	Variables	Measurement
A	Dependent variables	
1.	Leadership pattern	Scale developed for the study
2.	Knowledge about Horticulture development	Procedure developed for the study
B	Independent variables	
1	Gender	Categorization into Male and Female
2	Age	Chronological age of the respondents
3	Education	Scale developed by Mansingh (1993)
4	Caste	Scale developed by Mahadik (1995)
5	Family type	Scale developed by Mansingh (1993)
6	Family size	Scale developed by Kalakannavar (1999)
7	Marital status	Scale developed by Mansingh (1993)
8	Family occupation	Scale developed by Mansingh (1993)
9	Land holding	Scale developed by Ghosh (1996)
10	Annual Income	Scale developed by Mahadik (1995)
11	Cosmopolitaness	Scale developed by Desai (1975)
12	Social participation	Scale developed by Patil (1999)
13	Extension participation	Scale developed by Biradar (1995)
14	Mass media participation	scale developed by Mansingh (1993)
15	Value orientation	Procedure developed by Sankanagoudar (1991)
16	Decision making ability	Procedure followed by Doddahanumaiha (2005)
17	Risk orientation	Scale developed by Supe (1969)
18.	Achievement motivation	Scale developed by Singh (1978)

#### 3.4.1.1 Dependent variable – leadership pattern

The leadership pattern of presidents of Panchayat Raj Institutions was measured with the help of a scale developed and standardized for the purpose.

The leadership pattern was operationalised as the consistent pattern of behaviour exhibited by presidents of Panchayat Raj Institution in achieving the task of agriculture and rural development.

#### Observed leadership pattern

The dependent variable being the leadership pattern of the presidents of Panchayat Raj Institutions. The leadership qualities of presidents exhibited under different management functions were elicited from the discussion and meticulous observations made by way of non participant observation.

During the pilot study, it was observed that the prevalent leadership pattern was largely democratic which were either participative or consultative in nature and to a lesser extent autocratic and laissez-faire types were also noticed. Hence, it was thought of, to have two categories in democratic pattern of leadership style, accordingly participative and consultative types were conceived to be appropriate for the study. In all four leadership types were considered for the present investigation two types each in democratic pattern and non-democratic pattern as detailed below.

- I. Democratic pattern
  - a) Participative type
  - b) Consultative type
- II. Non democratic pattern
  - c) Autocratic type
  - d) Laissezfaire type

a) Dimensions of Leadership pattern

Based on the observations made during discussions with various resource persons and review of available literature, nine broad dimensions of leadership pattern were identified viz. communication pattern, execution skills, organizing ability, decision making, coordinating ability, directing, guidance and control, reporting and human relations skills. Further, these dimensions were operationalised to fit the requirements of the present study, considering the available definitions of these concepts. Operational definitions conceived for the study are given in the form of table.

b) Collection of items and item analysis

The behavioural characteristics associated with more effective and less effective leadership under different management functions as recalled by the officials of zilla panchayat, taluk panchayat and gram panchayat in the course of preliminary investigation formed the base material for the construction of items. An exhaustive list of items each depicting a particular leadership pattern was prepared. These items were classified and grouped under respective leadership dimension. Under sub components of each dimension a set of statements each depicting a specific leadership pattern viz., democratic or autocratic or laissez-faire type was carefully developed. Thus, the nine dimensions had 173 statements ranging from 4 to 9 sets under each dimension. Care was taken to exhaust the universe of content and also to include items related to each of the selected dimensions. These 173 items were sent to 120 judges spread over the country. The items replete with definitions of the dimensions and instructions were made clear to the judges. The judges were requested to judge whether the content of the item is meaningful and relevant to study on the leadership pattern of the panchayat raj organization concerned. Seventy judges responded within the stipulated span of two months. Responses were obtained on a four point continuum namely: Highly relevant, Relevant, Least relevant and Not relevant with weightage of 4, 3, 2 and 1 scores respectively. The mean relevancy score for each of the items was calculated. In each set of three statements only one item having mean relevancy score >3 was selected. Thus from the total of 173 items 55 items were qualified for inclusion in final scale. The items under the nine broad dimensions ranged from 4 to 9 are as follows,

Dimensions of leadership, their operational definitions and number of items retained under each dimension

Sl. No	Dimension	Operational meaning	No. of items	Reliability coefficient
1	Communication pattern	The perception of PR Presidents in making clear the methods, procedures and guidelines of the programmes; providing freedom to express ideas and opinions, encouraging members for participation, in type of communication followed and freedom provided for horizontal communication.	7	0.68
2	Execution skills	The perception PR Presidents regarding the acceptance of programmes and	7	0.84

		targets, instilling confidence in achieving the tasks, sharing responsibility, allowing members to make decisions when situation demands.		
3	Organizing ability	The perception of PR Presidents in considering the members abilities and motives while allotting the work, motivating the members to reach the targets and assigning work that the members can cope with.	4	0.69
4	Decision making	The perception of PR Presidents in considering the alternatives while taking decision, involving members, in taking decisions and the nature of decision taken.	8	0.73
5	Co-coordinating ability	The perception of PR Presidents in maintaining the type of relationship with gram panchayats, local key persons, input supply agencies horticulture and other development departments.	6	0.62
6	Directing	The perception of PR Presidents in providing leadership to accomplish task, delegating task and recognizing members for having accomplished task.	4	0.76
7	Guidance and control	The perception of PR Presidents about following the percentage of checks, ways and means of supervision, quality and adequacy of supervision and extent of guidelines provided.	8	0.72
8	Reporting	The perception PR Presidents regarding record maintenance and sending reports in prescribed format.,	5	0.68
9	Human relations skills	The perception of PR Presidents in understanding members problems and extending help under difficulty, evaluating people and their motives, encouraging to think independently and advising members.	6	0.73

#### Standardization of scale

The scale developed was further standardized by establishing its reliability, validity and internal consistency.

#### Reliability of the scale

Reliability is the ability of a test instrument to yield consistent results from one set of measures to another. A good instrument should evoke responses that are valid and yield nearly same results if administered twice to the same respondents (Goode and Hatts, 1952). According to Kerlinger (1964) reliability is the accuracy or precision of a measuring instrument. In the present study, test-retest method was employed to test the reliability of scale. The scale was administered to 20 presidents of PRIs of non sample area and after a gap of 15 days once again it was employed to the same respondents. The scores obtained by each respondent at two points of time were then correlated. The Pearson product moment correlation (0.74) thus obtained was significant at 0.01 level of probability.

### Validity of the scale

Validity of the scale was attained by establishing its content validity which is a form of validity by assumption (Guilford, 1950). The main criterion of content validity is how well the contents of the scale represent the subject matter which is important for the variable under study. This was ensured in the initial stage of selection of dimensions and items for inclusion in the scale by exercising utmost care to include all those aspects and items which are important to measure the leadership pattern by the presidents of Panchayat Raj Institutions. The involvement of experts in the field of psychology, management and extension, the observations made by the researcher during the preliminary study visits to PRIs ensured the adroitness in selection of dimensions and items for measuring the leadership pattern by the presidents of Panchayat Raj Institutions.

### Internal consistency of dimensions

Internal consistency of the leadership pattern scale was established by computing zero order correlation coefficients of scores of each dimensions with the over all leadership pattern scores for all the respondents. It was noticed that all the leadership dimensions considered in the present study exhibited highly positive correlation (all significant at 0.01 level) with overall leadership pattern (Appendix IV). Thus, it could be concluded that, the dimensions considered in the present study were appropriate in measuring the leadership pattern of presidents of Panchayat Raj Institutions.

### Method of scoring and categorization

Finally the scale with 55 items representing different dimensions of leadership was administered to the presidents of Panchayat Raj Institutions. A five point continuum representing 'always', 'usually', 'sometimes', 'rarely', and 'never bothers' with the scores 5,4,3,2, and 1 respectively was specifically spelled out for the items. The summation of scores for all the items in each dimension yielded one's leadership pattern score for that particular dimension. The sum of all the dimensions' scores yielded the overall leadership pattern score.

The respondents were then grouped into four categories of leadership pattern by considering the maximum score of each pattern of leadership as cut off points as shown below.

	<u>Leadership pattern categories</u>	<u>Score range</u>
Democratic pattern	a) Participative type	248-310
	b) Consultative type	186-247
Non democratic pattern :	c) Autocratic type	125-185
	d) Laissez-faire type	upto 124

### 3.4.1.2 Knowledge about Horticulture development

Knowledge level of presidents of panchayat raj Institutions about improved Horticulture development was considered as dependent variable.

English and English (1958) defined Knowledge as a body of information possessed by an individual which is in accordance with established fact.

In the present study the knowledge referred to the important practices in package on horticulture techniques and different schemes and projects for horticulture development as understood by the presidents of panchayats.

While the improved Horticulture technologies referred to the package of practices of crops recommended by the Horticulture department. And, also the schemes and projects of Government of Karnataka, Government of India for Horticulture development.

In Bijapur district the important Horticulture crops include grape, pomegranate, banana, and lime. In Bijapur taluk, these crops are grown in an area of 4,923 hectares with production of 69,215 tons and in Indi taluk also an area of 2,515 hectares with 56,220 ton production which is more compared to three talukas of the district namely Basavan Bagewadi, Sindagi, and Muddebihal (Appendix VII). Thus Bijapur and Indi taluk presidents were purposively selected for the study.

## Measurement of knowledge level of presidents about Horticulture development

The selected respondents were asked to indicate their knowledge for each of the statements developed regarding Horticulture development.

There were 40 knowledge statements covering different aspects about horticulture development, framed by thoroughly discussing with the experts from the department of horticulture and specialists from horticulture discipline of Agricultural University. These statements are to be answered by the respondents and thus knowledge score ranged from 0 to 40. The respondents were given choices to each of the questions and asked to indicate 'Yes' or 'No' to each of the knowledge statements.

A score of one was assigned to each of the statements answered and 'Zero' for wrong answer. The total score obtained by a respondent indicated their knowledge level. Depending upon the responses to all the statements further they were broadly categorized into 10 aspects regarding respondents knowledge about horticulture development and were calculated by using and percentage.

Further the over all knowledge was calculated as low, medium and high using normal distribution.

### 3.4.2 Independent variables

#### 3.4.2.1 Gender

The respondents were categorized into either male/female and the same was measured by using frequency and percentage.

#### 3.4.2.2 Age

Age was operationalised as the number of completed years of the respondents at the time of interview and the chronological age was taken as a measure. The respondents were classified into three categories, viz., young, middle and old as found in Government of India census report (1981). The respondents were classified on percentage basis.

<u>Category</u>	<u>Score</u>
Young	18 to 30 years
Middle	31 to 50 years
Old	Above 50 years

#### 3.4.2.3 Education

It is the process of producing desirable changes in the behaviour of an individual. In this study, this variable referred to the level of formal schooling undergone by elected presidents of Panchayat Raj Institutions in terms of number of years which they successfully completed as indicated by the formal standards attained. The respondents were asked to indicate the level of education they had from among the following five types and corresponding scores were given as under. The above classification was based on procedure followed by Mansing (1993)

<u>Educational level</u>	<u>Score</u>
Illiterate	1
Primary education	2
Middle school education	3
High school education	4
Graduate	5

#### 3.4.2.4 Caste

Caste is an aggregate of persons whose share of obligations and privileges is fixed by birth, sanctioned and supported by religion. Quantification of the variable was done by adopting the procedure followed by Mahadik (1995) with slight modifications.

In the present study, Lingayat and Brahmin castes were grouped into upper/ general caste category, whereas the castes namely Kuruba, Kambar, Gavali, Muslim, were included in backward class category. The respondents belonging to scheduled castes and scheduled tribes were grouped into 'SC/ST' caste category.

The scoring of these categories was done as follows

<u>Sl.No</u>	<u>Category</u>	<u>Caste (score)</u>
1	Upper/General	3
2	Backward	2
3	SC/ST	1

#### 3.4.2.5 Marital status

Marital status was operationalised as the individual was married or not. The respondents were classified as married or unmarried and assigned score as detailed below

<u>Category</u>	<u>Score</u>
Unmarried	1
Married	2

#### 3.4.2.6 Family type

Taking into consideration the relationship of the family members, the families of the respondents were grouped into two categories namely, 'nuclear family' and 'joint family'.

a) Nuclear/individual family: It means the family which consisted (i) a married couple with one or more unmarried children or (ii) a married couple without children or (iii) parent with one or more unmarried children

b) Joint family: A family was considered as joint family, if it consisted of two or several related individual families in one household, lived together under one roof and had a common kitchen and who held property in common.

The respondents were categorized into joint and nuclear family and allotted the score of 1 for nuclear type and 2 for joint family. The classification was based on procedure followed by Mansing (1993).

#### 3.4.2.7 Family size

Family size was operationally defined as total number of members residing in the family of the respondent. Based on the family size, the respondents were grouped into following three categories.

The procedure adopted by Kalakannavar (1999) was used to measure the family size of the respondent. The procedure is as under.

<u>Sl. No</u>	<u>Category</u>	<u>Family size</u>
1	Small	Upto 5
2	Medium	5 – 10
3	Big	>10 members

#### 3.4.2.8 Family occupation

Occupational status was operationalised as any activity in which a person was regularly engaged to achieve a standardised utilitarian award. The occupational status of the respondent's family was categorised as follows with the slight modification of the scale developed by Mansingh (1993).

Sl. No.	Activity	Score
1)	Wage earner (casual labourers in agriculture and/or in other enterprises)	1
2)	Farming (cultivating own land and/or lease)	2
3)	Business (self employed)	3
4)	Service	4

To get the occupational status score, add the scores of all the family members and divide them by the number of members considered.

#### 3.4.2.9 Land holding

The operationalisation of the land holding was done by considering the size of the land owned and cultivated by each of the respondent family. The conversion procedure as specified in the notification brought out by the Government of India was used. Accordingly, one acre of wet land is equated to three acres of dry land. Categorization of land holding was done as per the procedure followed by Ghosh (1996) with slight modifications.

<u>Sl. No</u>	<u>Categories</u>	<u>Size of the land</u>
1	Landless	No land
2	Marginal farmers	Below 2.5 acres
3	Small farmers	2.5 to 5.0 acres
4	Medium farmers	5.01 to 10.00 acres
5	Large farmers	> 10.0 acres

#### 3.4.2.10 Annual Income

Income was operationalised as the total income in rupees obtained by a respondent's family from different sources like crops, animal husbandry enterprises, wages, salary, business and other sources for a period of last one year. The total income obtained from all the sources by the respondent was considered. Procedure followed by Mahadik (1995) was followed.

Thus, the minimum annual income of an individual was Rs. 71,444 and maximum was Rs. 1,23,997. Based on the mean (9,770) and standard deviation (61,826) the respondents were grouped into three categories.

<u>Category</u>	<u>Score</u>
Low income group	(Rs. <71,444)
Medium income group	(Rs. 71,444 – 1,23,997)
High income group	(Rs. >1,23,997)

#### 3.4.2.11 Social participation

This refers to the degree of participation or involvement of the respondents in formal and informal organizations either as member or as an office bearer. The social participation score of the respondents was calculated on the basis of the nature of their participation and the number of organizations, they had participated in. The scoring procedure followed by Patil (1999) was adopted for measuring social participation.

Accordingly, a score of one was assigned to an individual when he/she was a member of an organization, a score of two was given to the respondent who was an office bearer of an organization, and zero score was given to the respondent who was not a member of any organization. Further a score of three, two and one was given for 'Regular', 'occasional' and 'Never' participated in the organization activities, respectively. After calculating the cumulative score, the respondents were categorized into three groups by using mean and standard deviation.

Sl. No.	Category	Score
1	No participation	0
2	Low	Upto 3
3	High	4 and above

#### 3.4.2.12 Extension participation

Extension participation refers to the awareness of the respondents about various extension activities and their extent of participation in them. In this study, extension participation referred to the degree of involvement of presidents of Panchayat Raj Institutions in extension activities like demonstrations, discussions, field days, exhibitions, campaigns, training programmes, participation in meetings organized for Horticulture development. Quantification of the variable was done as per the procedure followed by Biradar (1995). The response was sought for all the ten statements. A score of one was given for 'Yes' response and zero score was given for 'No' response.

Sl. No	Category	Score
1	No participation	0
2	Low	Upto 3
3	Medium	4 to 7
4	High	8 and above

#### 3.4.2.13 Mass media participation

Mass media are those means of communication which reach and influence large number of people within a short period. This refers to the respondents subscription to mass media namely, news paper, general magazine, farm magazine, political magazines and also the extent to which an individual is exposed to messages related to panchayat activities through various information sources for the past 5 years. The mass media exposure of the elected panchayat leaders of panchayats was measured by using the scale developed by Mansing (1993) with slight modifications.

<u>Item</u>	<u>Score</u>
New papers	
No subscription	1
Subscription to news paper	2
Subscription to Farm magazine	3
Subscription to Political magazine	4
Television	
Owned/Dependent on others	2/1
Regular/Occasional/Never	3/2/1
Radio	
Owned/dependent on others	2/1
Regular/Occasional/Never	3/2/1

The minimum score obtained by the panchayat leader was 0 and maximum was 8, the respondents were grouped into three categories based on the mean and standard deviation as measure of check

Category	Criteria	Score
Low	$< (\bar{X} - (1/2) SD)$	<12
Medium	$(\bar{X} - (1/2) SD \text{ to } \bar{X} + (1/2) SD)$	12-14
High	$> (\bar{X} + (1/2) SD)$	>14

#### 3.4.2.14 Value orientation

Values are important ratings which people attach to things, conditions and circumstances. They may also be regarded as goals and objectives to which people orient their thinking, feelings and actions. As such, they become important organizing themes in the behaviour of individuals.

In order to know the values held by the respondents four dichotomies of values were selected, namely,

- i) Cosmopolite Vs Localite
- ii) Scienticism Vs Fatalism
- iii) Liberalism Vs Conservatism
- iv) High aspiration Vs Low aspiration.

Eight statements, representing these four dichotomies of values were selected after obtaining the judgements from the groups of experts of Horticulture discipline of the University of Agricultural Sciences and Department of Horticulture. Then these statements were presented to the respondents and they were asked to choose any one of the statements for each of the above dichotomies of values. The values held by the respondents were categorized and calculated using percentage analysis. The procedure followed by Sankanagoudar (1991) was used.

Further one score was given to progressive value and nine score to traditional value in dihotomy and the total scores obtained by each of the respondents were used to find out progressive and traditional value orientation using frequency and percentage.

#### 3.4.2.15 Cosmopoliteness

It is the degree to which an elected president of Panchayat Raj Institutions was oriented to his immediate social system outside. The respondents were asked to indicate the number of visits made by them to taluk and district head quarters and also purpose of visit during the last one year. The scale developed by Desai (1975) was used as detailed below.

##### A. Frequency of visits to nearest town during last one year.

<u>Item</u>	<u>Score</u>
a) Two or more times per week	5
b) Once in a week	4
c) Once in a fortnight	3
d) Once in a month	2
e) Seldom	1
f) Never	0

##### B. Purpose of visit to nearest town during last one year.

<u>Item</u>	<u>Score</u>
a) Relating to panchayat work	5
b) Relating to farming	4
c) Personal/Domestic	3
d) Entertainment	2
e) Others	1
f) No response	0

The total score was arrived at by adding the scores obtained on the frequency of visits and purpose of visits to elected panchayat leaders made, the total score ranged from 0 to 10.

The minimum score obtained by the respondent was 0 and maximum was 7, The respondents were grouped into three categories based on the mean (6.12) and standard deviation (0.63) as measure of check.

<u>Category</u>	<u>Criteria</u>	<u>Score</u>
Low	$< (\bar{X} - (1/2) SD)$	$< 8.71$
Medium	$(\bar{X} - (1/2) SD \text{ to } \bar{X} + (1/2) SD)$	8.71 to 12.3
High	$> (\bar{X} + (1/2) SD)$	Above 12.3

#### 3.4.2.16 Decision making ability

It refers to the mental process of an individual through which he takes a firm decision. This has been operationalised as the degree to which presidents of Panchayat Raj Institutions participate in the decision making which involves three broad categories.

- 1) Self decision
- 2) Consultative decision
- 3) Decision by others

Each of the respondents was asked to indicate as which of the above mentioned decision making pattern they follow in the panchayats with regards to each of the decision making ability considered for the set of statements

Based on the responses of all the respondents, the number of responses under each decision making pattern for each of the statements was worked out later on. The procedure followed by Doddahanumaiah (2005) was used. Further, based on the mean and standard deviation the respondents were grouped into three categories

Category	Criteria	Score
Low	$< (\bar{X} - (1/2) SD)$	$< 10$
Medium	$(\bar{X} - (1/2) SD \text{ to } \bar{X} + (1/2) SD)$	10-11
High	$> (\bar{X} + (1/2) SD)$	$> 11$

#### 3.4.2.17 Risk orientation

Risk orientation was operationalised as the degree to which a leader was oriented towards risk and uncertainty and had courage to face the problems as a president of panchayat.

A scale developed by Supe (1969) with slight modification was followed. The scale contained six statements, but only five relevant statements were considered. The fourth statement was negatively keyed. In case of positive statements a score of one was assigned for the 'Yes' and 0 score for 'No' response. This was reversed in case of negative statement. The summation of the scores obtained by a respondent for all the five statements indicated presidents risk orientation score. The total score ranged from zero to five.

Category	Criteria	Score
Low	$< (\bar{X} - (1/2) SD)$	$< 12$
Medium	$(\bar{X} - (1/2) SD \text{ to } \bar{X} + (1/2) SD)$	12-14
High	$> (\bar{X} + (1/2) SD)$	$> 14$

### 3.4.2.18 Achievement motivation

It is the desire to do well, not so much for the sake of social recognition or prestige, but to attain an inner feeling or personal accomplishment. In the present study, the achievement motivation is defined as a value associated with a leader which drives him to excel in playing leadership roles in the panchayats and there by attain a sense of personal accomplishment.

The scale developed by Singh (1978) was used. The scale contained 6 statements in the form of questions. Each question had five alternative answers. The respondent had to check one of the alternatives to each question (statement). The scoring was done using the method of summated ratings. In case of first, fourth and sixth statements, the scoring pattern were 5,4,3,2,1 for the alternative in that order. For remaining statements the reverse scoring pattern was followed. Thus, the total score ranged from 6 to 30 for an individual.

Category	Criteria	Score
Low	$< (\bar{X} - (1/2) SD)$	<26
Medium	$(\bar{X} - (1/2) SD \text{ to } \bar{X} + (1/2) SD)$	26-28
High	$> (\bar{X} + (1/2) SD)$	>28

## 3.5 Procedure followed in data collection

The following instruments were used for the collection of data and information.

### 3.5.1 Interview schedule

The mechanics of interview schedule were studied before the preparation of schedule based on which interview schedule was prepared keeping in view, the objectives of the study. Before applying in actual conditions, the interview schedule was pretested by administering the same under similar conditions other than the sampling area. Defects noted were rectified and final schedule was prepared vide Appendix V and VI.

The interview schedule consisted of four parts. The first part dealt with the information on personal, socio-economic and psychological background of the respondents. The second part was meant for knowing leadership pattern of presidents of PRI institutions. The third part dealt with the knowledge level of presidents of PRI's about horticulture development. The fourth part dealt with suggestions as perceived by the presidents of PR institutions.

### 3.5.2 Establishment of rapport

Establishment of rapport with the presidents of PRIs is an important step in the collection of data. A number of preliminary visits were made with the help of officials of Zilla panchayat, Taluk panchayats and state department of horticulture. And also made in depth study by making use of annual reports and other brochures of the ZP, TP and Gram panchayat by frequent visit to these offices. The purpose of study and importance of their co-operation for the success of the study was made clear to the respondents during these visits. This helped the investigator to establish friendly relations with the elected leaders and gain their confidence and the willingness to respond properly.

### 3.5.3 Method of data collection

The data was collected by administering the pre-tested interview schedule to the selected respondents. The respondents were personally interviewed which enabled the investigator to get the first hand information and gave an opportunity to observe the respondents personally. It was made sure that the questions were correctly understood by the respondents by asking the questions in Kannada, the local language and repeating questions, whenever necessary. Friendly, atmosphere was maintained during the interviews to see that the respondents were at ease and expressed their opinion freely and frankly. The data so collected were recorded directly on the schedule.

### 3.5.4 Preparation of the report

The data thus collected were coded, analysed and presented in Tables to make the findings more meaningful. The findings of the data were suitably interpreted and finally necessary conclusions and inferences were drawn.

## 3.6 Statistical tools used in the study

To find out the association between dependent and independent variables of the study, the following tests were used.

Data collected from the presidents of PRI were coded, compiled and analyzed using the following statistical tools and techniques.

### 3.6.1 Frequencies and percentages

Frequencies and percentages were used to interpret the data pertaining to the distribution of respondents according to the dimension wise measurement of leadership pattern.

### 3.6.2 't' test

The 't' test of significance of mean difference was employed to see whether the presidents of PRIs with respect to their leadership pattern differed significantly from one another in terms of their mean scores of leadership pattern with other independent variables.

The 't' value was computed by using the following formula

$$t = \frac{S_1 - S_2}{\sqrt{SP^2 (1/n_1 + 1/n_2)}}$$

Where,

$S_1$  = Mean of first series

$S_2$  = Mean of second series

$SP^2$  = Pooled variance of first and second series

$$(n_1 - 1) S_1^2 + (n_2 - 1) S_2^2$$

= -----

$$(n_1 + n_2 - 2)$$

Where,

$S_1^2$  = Variance of first series

$S_2^2$  = Variance of second series

$n_1$  = Sample size of first series

$n_2$  = Sample size of second series

### 3.6.3 Correlation coefficient

Correlation coefficient was calculated to ascertain the relationship between selected personal and socio-economic characteristics of presidents of Panchayat Raj Institutions with their leadership pattern.

### 3.6.4 Multiple linear regression analysis

This analysis was carried out to determine the combined influence of independent variables in explaining the variation in the dependent variable and to identify the variables which contributed significantly towards the variation in the dependent variable.

### 3.6.5 Path analysis

Path analysis originally developed by Wright (1921) and followed of Li (1955) was employed to analyse the direct and indirect effects of a set of independent variables on dependent variable. The path coefficients were computed by matrix method.

### 3.6.6 Discriminant function analysis

In order to identify the characteristics which discriminate the male and female presidents of PanchayatRaj Institutions belonged to participative and non democratic pattern leadership categories, discriminant function analysis was carried out and was restricted to the two contrasting categories discarding the middle category , the consultative pattern.

In order to find out weather based on all the independent variables taken together, the respondents of participative type and non demoncratic pattern categories could be effectively discriminated, the Mahalanobis  $D^2$  statistic was calculated (Golden 1962). The 'F' statistic was used to test the significance of  $D^2$  *i.e.* to see if the two groups were different from each other.

Any variable if it has to qualify as a discriminating variable, must contribute substantially towards the total discrimination. To locate the most contributing variables, minimum of 10 percent the of the total discrimination was considered as a standard on arbitrary basis, as has been done by Chandargi (1996) Thus, only those variables which contributed 10 percent and above for the total discrimination were considered as the most discriminating variables.

The percentage contribution of each single variable for total discrimination was calculated by the following procedure.

The difference between mean values of two contrasting leadership pattern categories for each variable was obtained by unidimensional subtraction of mean values of high category from that of low category on the same dimension.

The mean dimension of each variable was multiplied by their respective coefficient in the discriminant function.

The resultant product was divided by the  $D^2$  value separately for each variable.

This value when multiplied by 100 gives the percentage contribution that each variable makes in discriminating the respondents belonging to the two contrasting categories q leadership pattern.

## 4. RESULTS

This chapter highlights the findings of the investigation. The findings of the study, comprising profile characteristics of presidents, leadership pattern and knowledge level of presidents of the panchayat Raj Institutions about horticulture development are presented under the following major heads in the light of the objectives set forth for the study.

- 4.1 Profile characteristics of presidents of the Panchayat Raj Institutions
- 4.2 A scale to measure leadership pattern of presidents of the Panchayat Raj Institutions
- 4.3 Knowledge level of presidents of the Panchayat Raj Institutions about Horticulture development
- 4.4 Association between selected characteristics of presidents of Panchayat Raj Institutions with their leadership pattern
- 4.5 Suggestions of the presidents for better performance of the Panchayat Raj Institutions

### 4.1 Profile characteristics of presidents of Panchayat Raj Institutions

A profile provides cross-sectional information of a situation. The socio-economic profile of the presidents of the Panchayat Raj Institutions categorized into different groups are presented under the following sub headings.

#### 4.1.1 Gender

The data in Table 1 and Fig. 6 revealed that 61.30 per cent of the presidents were male and the remaining 38.70 per cent were 'female'.

#### 4.1.2 Age

On the basis of chronological age, the respondents were classified into three groups as shown in Table 1 (Fig. 6).

It could be observed from the table that majority (52.69%) of the respondents were in middle age category, whereas over one-fourth (27.96%) belonged to young age group and only 19.35 per cent belonged to old age group. This indicates that 80.63 per cent of the respondents belonged to young and middle age group.

#### 4.1.3 Education

Table 1 indicates the respondents according to their level of education (Fig. 6). Of the 93 respondents 36.56 per cent studied up to primary education, followed by over one fourth (26.88%) who had studied up to high school education, 17.20 per cent had middle school, 15.06 per cent were illiterate and only 4.30 per cent had collegiate education.

#### 4.1.4 Caste

The respondents based on caste have been categorized in to three groups (Fig. 6). The results revealed that equal number of respondents (34.40%) each belonged to other backward communities and SC/ST castes, respectively and 31.20 per cent of them belonged to general category.

#### 4.1.5 Marital status

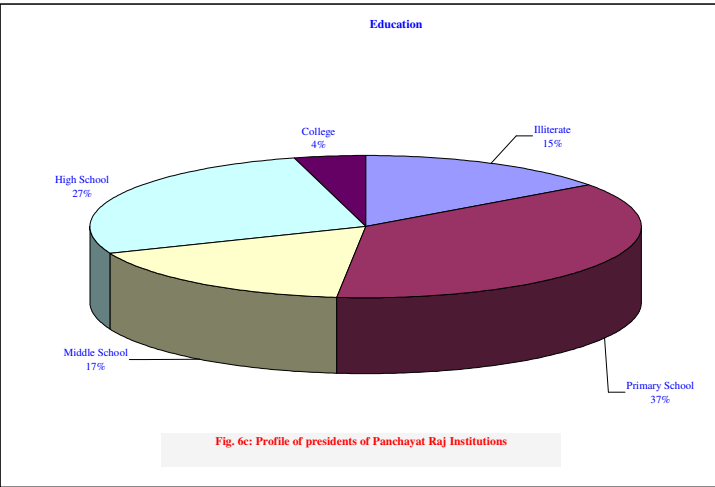
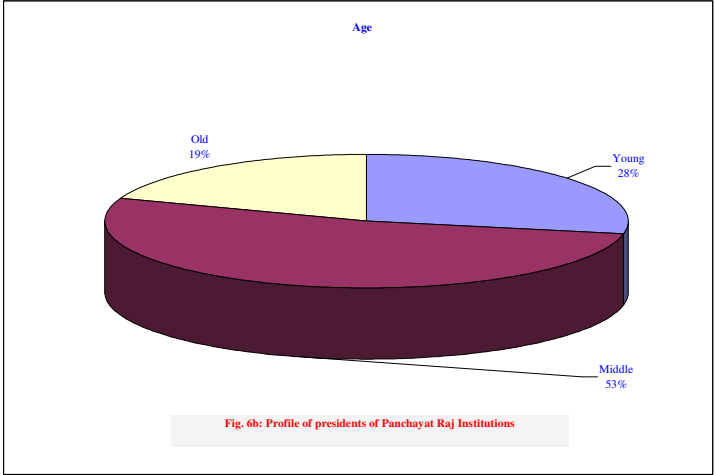
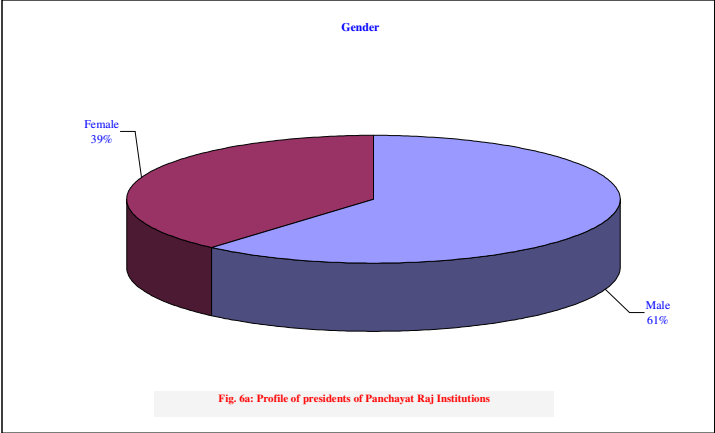
A probe in to the personal back ground of the respondents helps to discover the extent to which the changing social pattern influences the social and domestic role they were called to play as presidents of Panchayat Raj Institutions. The distribution of respondents according to marital status is given in Table 1 and Fig. 6.

It is clear from the table that majority (82.80%) of respondents were in married group and 16.13 per cent were in unmarried group. In the married group, there was one of the president's divorcees (1.08%).

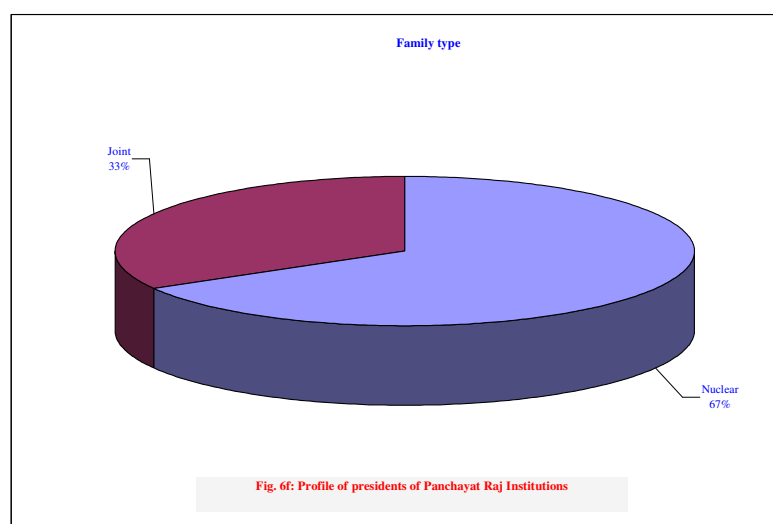
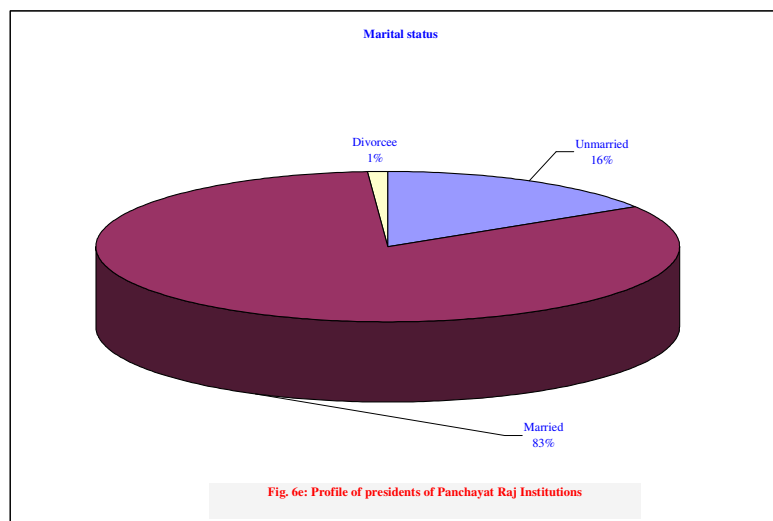
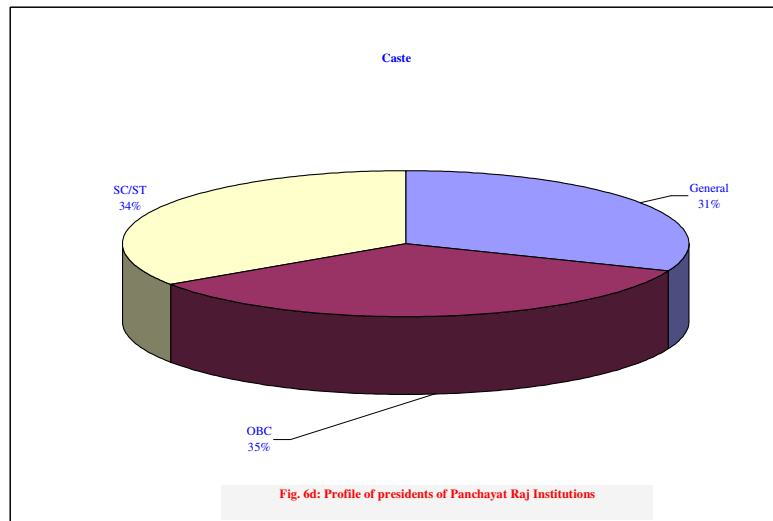
**Table 1: Profile characteristics of presidents of Panchayat Raj Institutions**

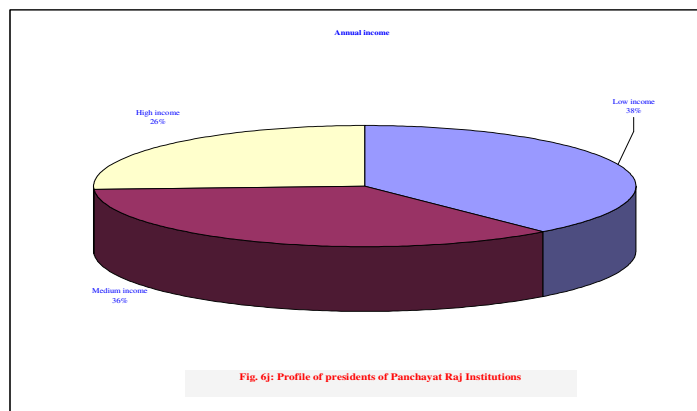
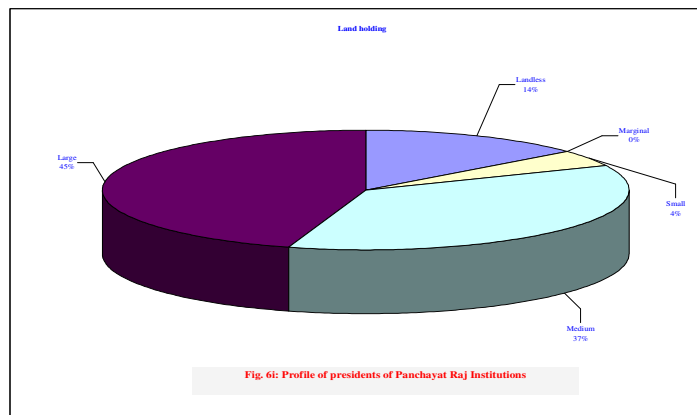
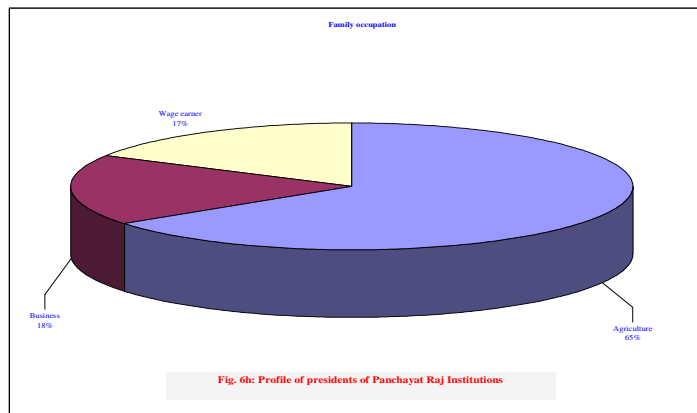
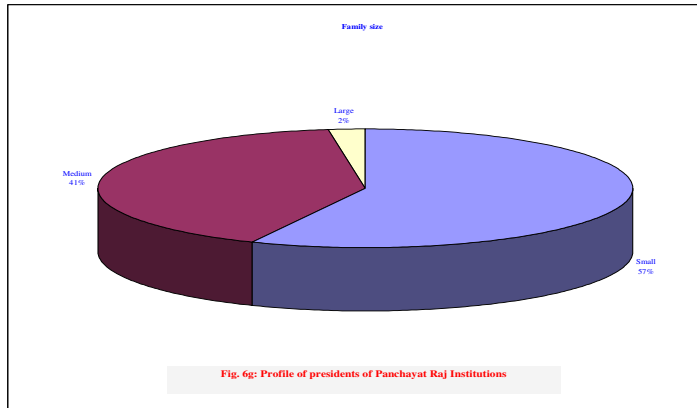
(n = 93)

Sl. No.	Variable	Category	Number	Per cent
1	Gender	Male	57	61.30
		Female	36	38.70
2	Age	Young (20 to 35 yrs)	26	27.96
		Middle (36 to 50 yrs)	49	52.69
		Old (> 50 yrs)	18	19.35
3	Education	Illiterate	14	15.06
		Primary School	34	36.56
		Middle School	16	17.20
		High School	25	26.88
		College	4	4.30
4	Caste	General	29	31.20
		OBC	32	34.40
		SC/ST	32	34.40
5	Marital Status	Unmarried	15	16.13
		Married	77	82.80
		Divorcee	1	1.07
6	Family type	Nuclear	62	66.67
		Joint	31	33.33
7	Family size	Small (0-5)	53	57.00
		Medium (6-10)	38	40.90
		Large (>10)	2	2.10
8	Family Occupation	Agriculture	60	64.52
		Business	17	18.28
		Wage earner	16	17.20
9	Land holding	Landless	13	13.98
		Marginal	00	0.00
		Small	04	4.30
		Medium	34	36.56
		Large	42	45.16
10	Annual Income	Low Income (Rs. <71,444)	36	38.70
		Medium Income (Rs. 71,445-1,23,997)	33	35.50
		High Income (Rs. >1,23,997)	24	25.80



**Fig. 6: Profile of presidents of Panchayat Raj Institutions**





#### 4.1.6 Family type

It could be seen from Table 1 and Fig. 6, that majority (66.67%) of respondents came from nuclear family and only 33.33% per cent of the respondents were from joint family.

#### 4.1.7 Family size

It was noticed from Table 1 and Fig. 6 that 57.00 per cent of the respondents belonged to small family size of up to 5 members followed by 40.90 per cent of them having medium family size of 5 to 10 members per family. Only 2.10 per cent respondents were having large family size of more than 10 members.

#### 4.1.8 Family occupation

Data in Table 1 and Fig. 6 revealed that the major occupation of the respondents was farming (64.52%) followed by business (18.28%). While, only 17.20 per cent of respondents' were wage earners.

#### 4.1.9 Land holding

Figures in Table 1 and Fig. 6 show that majority (45.16%) of the respondents having large land holdings owned more than 10 acres of land, followed by 36.56 per cent of the respondents who had medium size land holding. Over one tenth (13.98%) were land less and only 4.30 per cent hold 2.5 to 5 ac of land, belongs to small size holdings.

#### 4.1.10 Annual income

It was observed from Table 1 and Fig. 6 that majority (38.70%) of the respondents were from 'low' (up to Rs. 71,444) income group followed by 35.50 per cent in 'medium' income group (Rs. 71,445 – Rs. 1,23,997) and 25.80 per cent in 'high' income group (Rs. 1,23,997), respectively.

#### 4.1.11 Social participation

It is the degree of involvement of respondents in the formal organizations either as members or office bearers in one or more organizations. The data with regard to social participation of the respondents were analysed and findings in this respect are presented in Table 2a, 2b and Fig. 7a, 7b.

It was indicated from Table 2a that over half (52.69%) of respondents were office bearers and nearly half (47.31%) were only members in social organizations excluding panchayats. In case of extent of participation in various activities of the social organizations, 59.14 and 33.33 per cent were regular and occasional participants, respectively. A close observation of these findings revealed that 19.35 per cent of respondents were the members of co-operative society with regular participation (16.12%), followed by youth club office bearers (16.12%) with regular (15.05%) participation. It was also observed that 10.75 per cent of respondents were members to various religious institutions with occasional (10.75%) participation. The other social organizations include participation in self help groups and mahila mandals etc.

A close observation of Table 2b reveals that well over the third (39.79%) of the respondents had medium social participation followed by 35.48 per cent and 24.73 per cent were categorized under high and low social participation category, respectively.

#### 4.1.12 Extension participation

It was noticed from the Table 3a that majority (92.47%) of respondents participated in training programme regularly followed by participation in field days on farmers field (87.09%), participation in Krishimela (65.59%) and participation in extension meetings (58.06%), while, 67.74 per cent of farmers participated occasionally in seeing demonstration of his neighbour and had discussion with him followed by having discussion with village extension workers (62.36%), conducted horticulture demonstration on my farm (59.13%). In case of never participation category, 90.32 per cent of respondents had not read any extension publications, followed by 49.46 per cent had never participated or seen exhibitions on agriculture or horticulture.

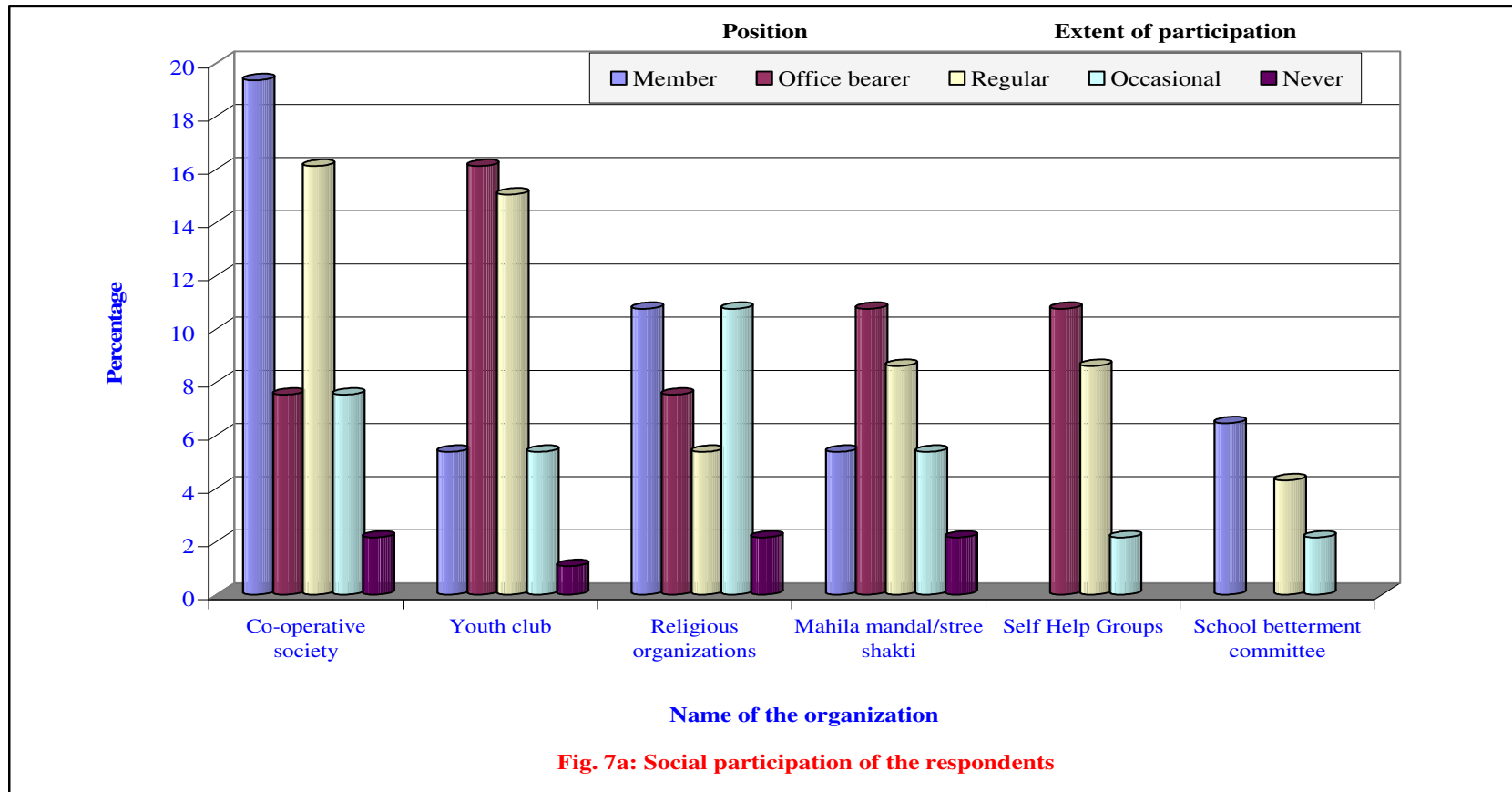
**Table 2a: Social participation of the respondents**

(n = 93)

SI No	Name of the organization	Position						Extent of participation					
		Member		Office bearer		Total		Regular		Occasional		Never	
		F	%	F	%	F	%	F	%	F	%	F	%
1.	Co-operative society	18	19.35	07	7.52	25	26.88	16	16.12	07	7.52	02	2.15
2.	Youth club	05	5.37	15	16.12	20	21.51	14	15.05	05	5.37	01	1.07
3.	Religious organizations	10	10.75	07	7.52	17	18.28	05	5.37	10	10.75	02	2.15
4.	Mahila mandal/ sthree shakti	05	5.37	10	10.75	15	16.13	08	8.60	05	5.37	02	2.15
5.	Self Help Groups	-	-	10	10.75	10	10.75	08	8.60	02	2.15	-	-
6.	School betterment committee	06	6.45	-	-	06	6.45	04	4.30	02	2.15	-	-
		<b>44</b>	<b>47.31</b>	<b>49</b>	<b>52.69</b>	<b>93</b>	<b>100.00</b>	<b>55</b>	<b>59.14</b>	<b>31</b>	<b>33.33</b>	<b>07</b>	<b>7.53</b>

**Table 2b: Overall social participation of the respondents**

SI. No.	Category	Frequency	Per cent
1	Low (< 28)	23	24.73
2	Medium (28 – 30)	37	39.79
3	High (>30)	33	35.48
	<b>Total</b>	<b>93</b>	<b>100.00</b>



**Fig. 7a: Social participation of the respondents**

It is evident from Table 3b and Fig. 8 that 40.86 per cent of respondents had medium extension participation followed by 30.11 per cent had high extension participation whereas 29.03 per cent of them had low participation in extension activities.

#### 4.1.13 Mass media participation

A close look at Table 4a shows that cent per cent respondents subscribed to News papers and 70.96 per cent of them were reading regularly followed by 96.77 per cent of respondents owning television and 67.74 per cent of them were viewing television programmes occasionally, 86.02 per cent of respondents subscribed to weekly/monthly magazines and 53.76 per cent read the magazines occasionally. Further, 32.25 per cent respondents possessed radio and 41.93 per cent of them listened to radio programmes occasionally.

It can be observed from Table 4b and Fig. 9 that 43.01 per cent presidents of Panchayat Raj Institutions belonged to medium mass media participation followed by 33.33 per cent and 23.66 per cent of respondents belonged to high and low mass media participation category, respectively.

#### 4.1.14 Distribution of respondents according to their value orientation

Results regarding the classification of respondents based on their value orientation, presented in Table 5a indicated that 86.02 per cent of them were in the cosmopolite category and only 13.97 per cent in the localitieness.

As far as their scientific and fatalistic views, results revealed that majority of them had scientific outlook (91.40%) and remaining only 8.60 per cent possessed fatalistic outlook.

Further it was apparent from the Table that 81.70 per cent of the respondents had liberal views and 18.28 per cent were conservative in their outlook.

A close observation of the table also reveled that 75.27 per cent of presidents of Panchayat Raj Institutions had high aspiration as against low aspiration category with 24.73 per cent respondents.

Classification of presidents based on their nature of value orientation presented in Table 5b and Fig. 10 indicates that majority (89.25%) of the respondents were progressive in their outlook whereas, only 10.75% of them were traditional in nature.

#### 4.1.15 Distribution of respondents according to cosmopoliteness

Results presented in Table 6a reveal the degree of cosmopoliteness of presidents of Panchayat Raj Institutions in having links with outside agencies relating to panchayat, horticulture development activities etc.

It is clear from the table that majority (33.33%) of respondents were visiting head quarters monthly, relating to panchayat work followed by 30.10 per cent of them visiting fortnightly. Further large majority (68.81%) of respondents had monthly contacted with outside agencies relating to information about Agriculture and Horticulture development followed by 22.58 per cent of them visited fortnightly. Regarding personal/domestic work, 37.64 per cent of respondents visited outside their panchayat fortnightly followed by 29.03 per cent of them monthly.

Results from Table 6b and Fig. 11 revealed that majority (61.30%) of the presidents of Panchayat Raj Institutions were highly cosmopolite followed by nearly one third (32.25%) with medium cosmopolite and only 6.45 per cent were low cosmopolite.

#### 4.1.16 Distribution of respondents according to decision making ability

It can be observed from Table 7a that 55.91 per cent of presidents had taken self decision to the statement "one should not make independent decision to solve the burning problems of the community, followed by 51.61 per cent of them who expressed the same view for the statement "one should influence others to take independent decision". Whereas, 53.76 per cent of respondents made consultative decision to the statement "one should act according to the decision of the committee whatsoever may be the problems" followed by 48.39 per cent having same opinion for the statement one should influence others to take independent decision.

**Table 3a: Extension participation of the respondents**

(n = 93)

Sl. No.	Organisation	Degree of Participation					
		Regular		Occasional		Never	
		F	%	F	%	F	%
1	Conducted horticulture demonstration on my farm	07	7.52	55	59.13	31	33.33
2	Had discussion with village extension workers	19	20.43	58	62.36	16	17.20
3	Participation in extension meetings	54	58.06	33	35.48	06	6.45
4	Participated in field days on farmers' fields	81	87.09	09	9.67	03	3.22
5	Seen demonstration plot of my neighbour and had discussion with him	20	20.43	63	67.74	10	10.75
6	Participated in Krishimela/field day	61	65.59	30	32.25	02	2.15
7	Seen exhibitions on Agriculture/Horticulture	07	7.52	40	43.01	46	49.46
8	Has read extension publications	01	1.08	8	8.60	84	90.32
9	Participated Training Programme	86	92.47	07	7.52	0	0

**Table 3b: Overall extension participation of the respondents**

(n = 93)

Sl. No.	Category	Frequency	Per cent
1	Low (< 19)	27	29.03
2	Medium (19 – 21)	38	40.86
3	High (>21)	28	30.11
	<b>Total</b>	<b>93</b>	<b>100.00</b>

**Table 4a: Mass media participation of the respondents**

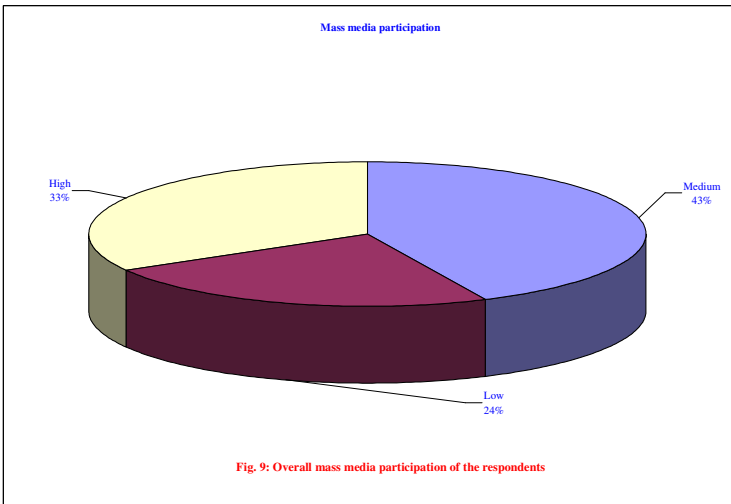
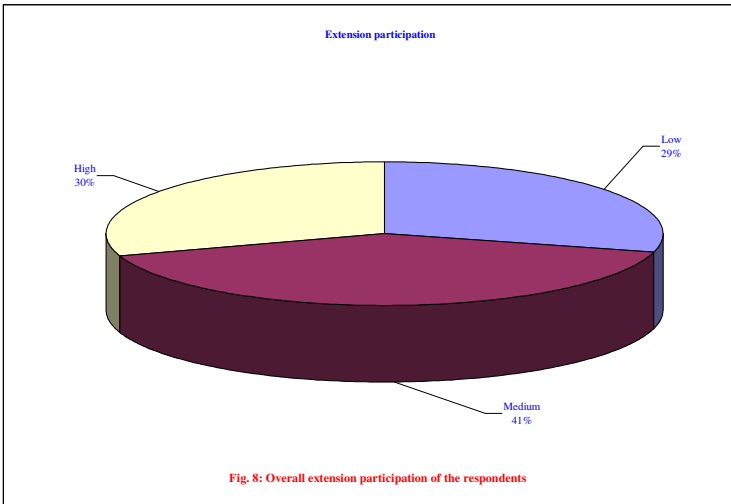
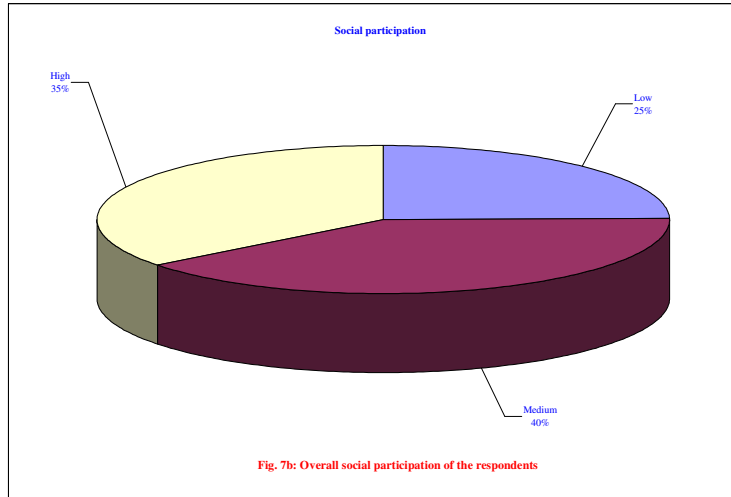
(n = 93)

Sl. No.	Mass Media	Subscriber or Owner		Reading/listening/viewing habit					
		Frequency	Per cent (%)	Regular		Occasionally		Never	
				F	%	F	%	F	%
1	Newspaper	93	100	66	70.96	26	27.90	01	1.07
2	Farm/weekly /monthly magazines	80	86.02	24	25.80	50	53.76	19	20.43
3	Book on Agriculture	08	8.60	54	58.06	31	33.30	08	8.60
4	Extension literatures	03	3.23	68	73.11	24	25.80	01	1.07
5	Radio	30	32.25	04	4.30	39	41.93	50	53.76
6	Television	90	96.77	25	26.88	63	67.74	05	5.37

**Table 4b: Overall mass media participation of the respondents**

(n = 93)

Sl. No.	Category	Frequency	Per cent
1	Low (< 12)	22	23.66
2	Medium (12 – 14)	40	43.01
3	High (>14)	31	33.33
	<b>Total</b>	<b>93</b>	<b>100.00</b>



**Table 5a: Value orientation of the respondents**

(n = 93)

Sl. No.	Values	Frequency	Per cent
1	Cosmopolitaness Vs Localiteness		
	a) Cosmopolitaness	80	86.02
	b) Localiteness	13	13.97
2	Scientificism Vs Fatalism		
	a) Scientificism	85	91.40
	b) Fatalism	08	8.60
3	Liberalism Vs Conservatism		
	a) Liberalism	76	81.70
	b) Conservatism	17	18.28
4	High aspiration Vs Low aspiration		
	a) High aspiration	70	75.27
	b) Low aspiration	23	24.73

**Table 5b: Overall value orientation of the respondents**

(n = 93)

Particulars	Frequency	Percentage
Progressive (>5)	83	89.25
Traditional (<5)	10	10.75
<b>Total</b>	<b>93</b>	<b>100.0</b>

**Table 6a: Distribution of respondents according to their cosmopolitaness**

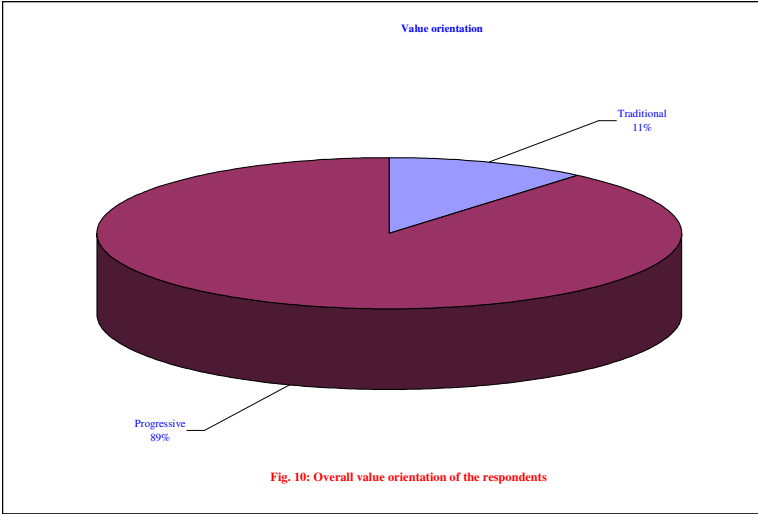
(n = 93)

SI No	Particulars	Frequency of Visit							
		Twice a week		Weekly		Fort nightly		Monthly	
		F	%	F	%	F	%	F	%
1	Relating to Panchayat	15	16.13	19	20.43	28	30.10	31	33.33
2	Relating to agriculture/Horticulture	-	-	08	8.60	21	22.58	64	68.81
3	Personal/Domestic	6	6.45	25	26.88	35	37.64	27	29.03
4	Entertainment	-	-	-	-	10	10.75	25	26.88
5	Others	-	-	-	-	-	-	03	3.23

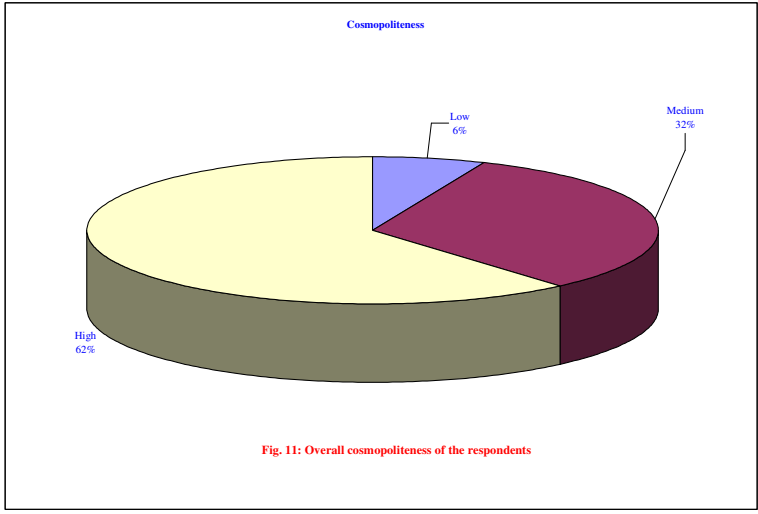
**Table 6b: Overall cosmopolitaness of the respondents**

(n = 93)

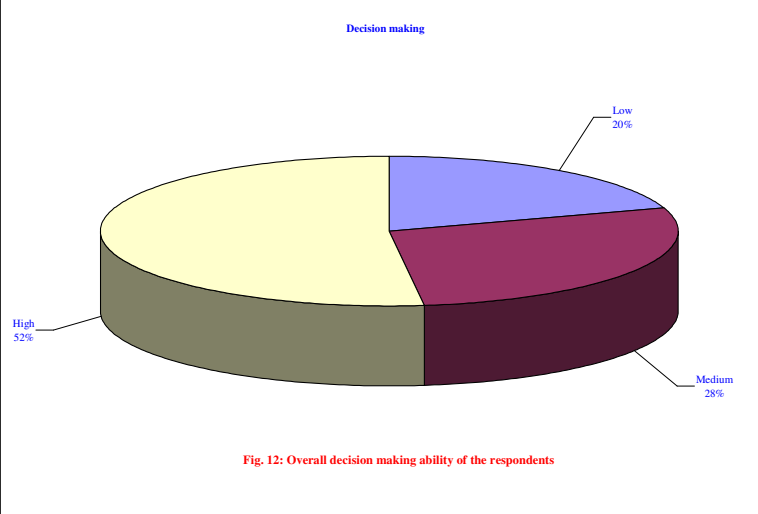
SI. No.	Category	Frequency	Per cent
1	Low (< 8.71)	06	6.45
2	Medium (8.71 – 12.3)	57	61.30
3	High (>12.3)	30	32.25
	<b>Total</b>	<b>93</b>	<b>100.00</b>



**Fig. 10: Overall value orientation of the respondents**



**Fig. 11: Overall cosmopolitanism of the respondents**



**Fig. 12: Overall decision making ability of the respondents**

**Table 7a: Distribution of respondents according to decision making ability**

(n = 93)

Sl. No.	Statement	Response					
		Self Decision		Consultative Decision		Decision by others	
		F	%	F	%	F	%
1	One should not make independent decision to solve the burning problems of the community	52	55.91	26	27.96	15	16.13
2	One should influence others to take independent decision	48	51.61	45	48.39	-	-
3	One should act according to the decision of the committee whatsoever may be the problems	33	35.48	50	53.76	10	10.75
4	One should take decision if it is going to benefit personally or to the followers	40	43.01	28	30.10	25	26.88

**Table 7b: Overall decision making ability of the respondents**

(n = 93)

Sl. No.	Category	Frequency	Per cent
1	Low (< 10)	19	20.43
2	Medium (10-11)	26	27.95
3	High (>11)	48	51.62
	<b>Total</b>	<b>93</b>	<b>100.00</b>

**Table 8a: Distribution of respondents according to risk orientation**

(n = 93)

Sl. No.	Statement	Response					
		Fully Agree		Agree		Disagree	
		F	%	F	%	F	%
1	One should work hard in the home farm & office	47	50.53	29	31.18	17	18.20
2	Do you try hard to know the functioning of gram panchayat and officials working for the village	46	49.46	24	25.80	23	24.73
3	One should participate on compulsion in the horticulture development programmes for upliftment of the village	78	83.87	15	16.12	0	0
4	One who willing to take greater risk than average does better financially	48	51.60	42	45.16	0	0
5	One should not try/not to take responsibility unless most others have tried with success	02	2.15	45	48.38	49	52.68

**Table 8b: Overall risk orientation of the respondents**

(n = 93)

Sl. No.	Category	Frequency	Per cent
1	Low (< 12)	17	18.27
2	Medium (12-14)	35	37.65
3	High (>14)	41	44.08
	<b>Total</b>	<b>93</b>	<b>100.00</b>

Results regarding Decision making ability of respondents is presented in Table 7b and Fig. 12. It is noticed that 51.62 and 27.95 per cent of presidents decision making ability is "high" and "medium" respectively.

#### 4.1.17 Distribution of respondents according to Risk orientation

A cursory look at the Table 8a reveals that 83.87 per cent of respondents fully agree to the statement "one should participate on compulsion in the horticulture development programme for the upliftment of the village" followed by 51.60 per cent of them were of the same view for the statement "one who is willing to take greater risk than average does better financially". Further, it was also noticed from the Table that 48.38 per cent of presidents indicated 'Agree' with the statement "one should not try to take responsibility unless most others have tried with success". While 25.80 per cent of respondents indicated 'Agree' to the statement "Do you try hard to know the functioning of gram panchayat and officials working for the village".

It is also revealed from the Table 8b and Fig. 13 that majority (44.09%) of respondents had high risk orientation followed by 43.01 per cent of them had medium risk orientation where as only 12.90 per cent had low risk orientation.

#### 4.1.18 Distribution of respondents according to achievement motivation

The findings presented in Table 9a revealed that 83.87 per cent of presidents of Panchayat Raj Institutions have strongly agreed with the statement "success brings relief for further determination and not just pleasant feelings", followed by 58.06 per cent of them who have the same opinion for the statement "would you hesitate to undertake something that might lead to failure"? Whereas, 52.69 per cent of respondents expressed 'some what Agree' for the statement "How often do you seek opportunity to excel? and only 1.08 per cent of them were 'undecided' for the statement "How many situations do you avoid in which you may be exposed to evaluation'?

It is also observed from Table 9b and Fig. 14 that majority (44.09%) of respondents were having 'high' achievement motivation followed by 38.71 per cent who belonged to 'low' achievement motivation. where as only 17.20 per cent respondents who belonged to 'medium' achievement motivation category.

## 4.2 A scale to measure leadership pattern of presidents of Panchayat Raj Institutions

A scale was developed to measure the leadership pattern of presidents of Panchayat Raj Institutions, consisted of items covering nine dimensions of leadership. They were communication pattern, execution skills, organizing ability, decision making, co-ordinating ability, directing, guidance and control, reporting and human relations skills. The number of items under each dimension ranged from 4 to 8. Responses were obtained on five point continuum response namely; 'always', 'usually', 'sometimes', 'rarely', and 'never bothers' with the weightages of 5,4,3,2 and 1, respectively. The scores obtained by a respondent for all the items were summated to obtain score on leadership pattern of presidents over panchayat members. The scale was standardized by establishing its reliability, validity and internal consistency. The test retest reliability coefficient (0.74) of the scale which was revealed the reliability of the scale. The validity of the scale was established in the form of content validity by exercising utmost care in the initial stage of selection of dimensions and items for inclusion in the scale. The involvement of experts in the field of horticulture, management and extension education, the observations made by researcher during the preliminary study by way of visiting offices of panchayats ensured the adroitness in selection of items for measuring the leadership pattern of presidents over panchayat members. The correlation of dimensions of leadership scores with overall scores of leadership pattern exhibited a highly positive correlation ensuring the internal consistency of the scale (Appendix IV).

### 4.2.1 Leadership pattern of presidents of Panchayat Raj Institutions

Leadership pattern of presidents of Panchayat Raj Institutions is exhibited in two broad categories as Democratic and Non Democratic pattern. Further, the Democratic pattern of leadership is categorized as participative and consultative pattern, whereas, Non democratic leadership as autocratic and laissezfaire pattern.

**Table 9a: Distribution of respondents according to achievement motivation**

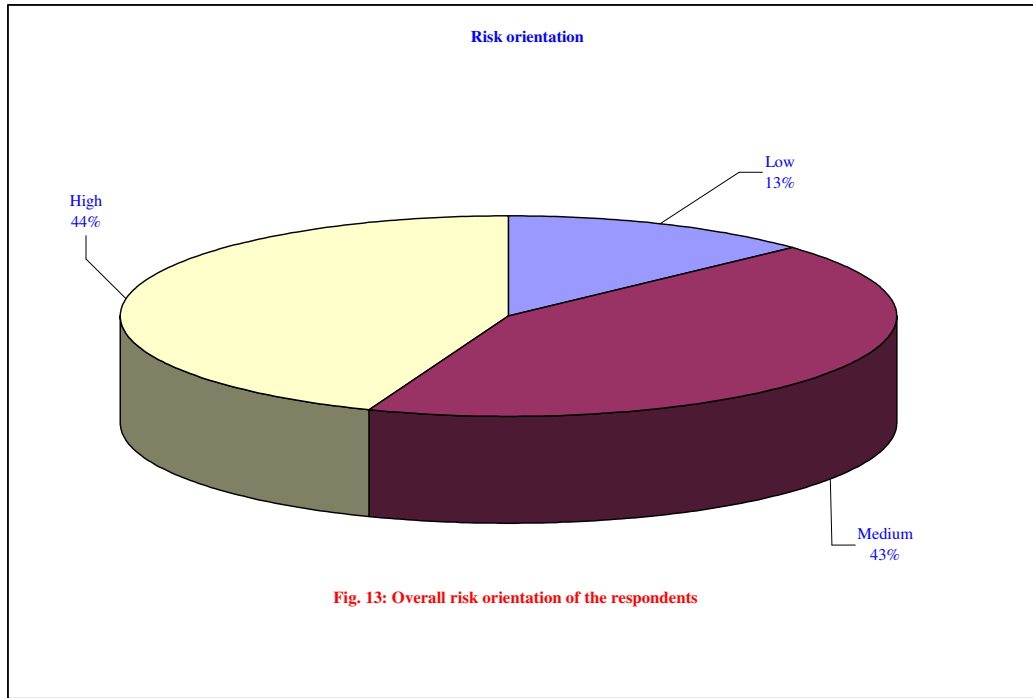
(n = 93)

Sl. No.	Statement	Scores									
		Strongly Agree		Somewhat Agree		Agree		Undecided		Dis Agree	
		F	%	F	%	F	%	F	%	F	%
1	Success brings relief for further determination and not just pleasant feeling	78	83.87	15	16.13	-		-		-	
2	How true is to say that your efforts are directed towards a goal?	48	51.61	45	48.39	-		-		-	
3	How often do you seek opportunity to excel?	42	45.16	49	52.69	2	2.15	-		-	
4	Would you hesitate to undertake something that might lead to failure?	54	58.06	31	33.33	8	8.60	-		-	
5	How many situations do you avoid in which you may be exposed to evaluation?	47	50.54	28	30.11	17	18.28	1	1.08		
6	In how many sphere do you think you will succeed in doing as well as you can?	46	49.46	24	25.81	23	24.73	-		-	

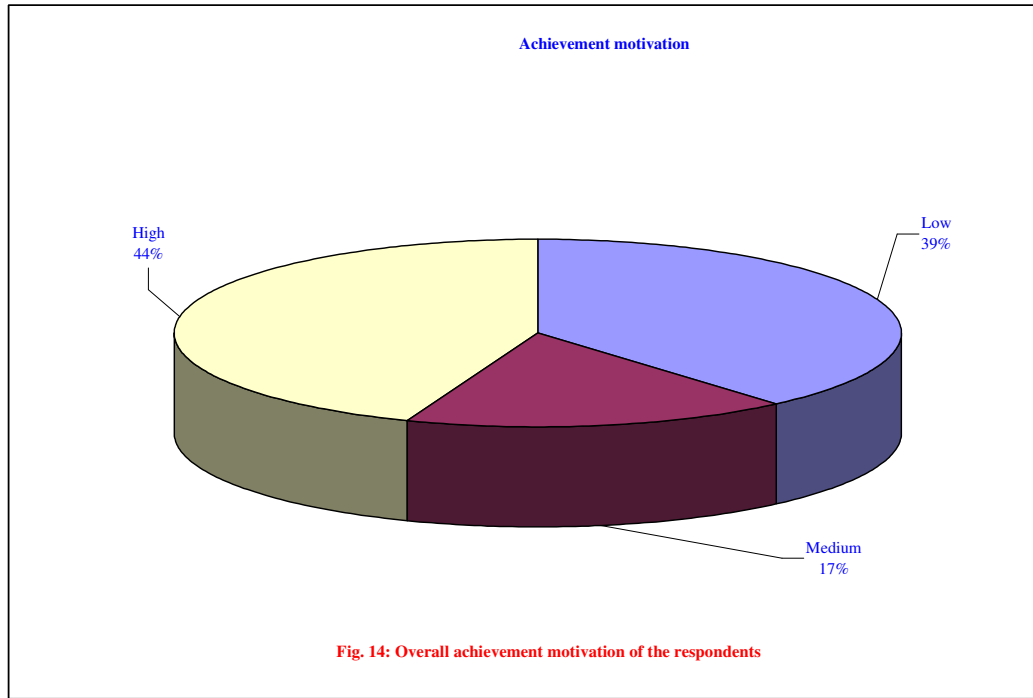
**Table 9b: Overall achievement motivation of the respondents**

(n = 93)

Sl. No.	Category	Frequency	Per cent
1	Low (< 26)	16	38.71
2	Medium (26-28)	36	17.20
3	High (>28)	41	44.09
	<b>Total</b>	<b>93</b>	<b>100.00</b>



**Fig. 13: Overall risk orientation of the respondents**



**Fig. 14: Overall achievement motivation of the respondents**

A close look at Table 10 and Fig. 15 indicated that majority (52.69%) of the respondents under democratic pattern were “consultative type” followed by only 34.41 per cent of them were “participative”. Likewise under Non democratic leadership pattern 8.60 per cent of the respondents were autocratic in nature followed by only 4.30 per cent under laissez-faire type.

#### 4.2.2 Gender-wise leadership pattern of presidents of Panchayat Raj Institutions

A close observation of Table 11 and Fig. 16 revealed the gender wise leadership pattern of the respondents

The results concerning to Democratic leadership pattern, 21.50 per cent of male respondents were of participative type, followed by 12.90 per cent female presidents belong to same type, Further majority(30.10%) of male respondents were categorized under consultative type followed by 22.58 per cent of female respondents also belong to consultative type of leadership pattern.

Further the respondents categorized under non-democratic pattern, 7.53 per cent male presidents were autocratic, followed by only one female president was categorized as autocratic. Further in the same pattern 2.15 per cent of each male and female presidents were categorised under laissez-faire type.

#### 4.2.3 Dimension-wise leadership pattern of presidents of Panchayat Raj Institutions

To gain further insight into the subtle details of the leadership pattern followed by presidents of Panchayat Raj Institutions under the selected leadership dimensions. Based on the style of functioning, the respondents were categorized into nine leadership dimensions categories. The results are presented in Table 12 and Fig. 17. The details of results under each dimension are furnished as follows.

##### 4.2.3.1 Communication pattern

This dimension consisted of seven items considering the maximum score of each pattern of leadership as cutoff points (14, 16, 18). The respondents were grouped into seven leadership pattern categories based on their leadership pattern. Of the democratic pattern over half (53.76%) and one third (33.33%) of the presidents of Panchayat Raj Institutions perceived their leadership pattern as that of participative and consultative types respectively. Under the non-democratic patterns only 5.38 per cent and 7.53 per cent of the respondents perceived their leadership pattern as that of autocratic and laissez-faire types, respectively.

##### 4.2. 3.2 Execution skills

The respondents were grouped into seven leadership pattern perception categories based on the maximum score of each pattern of leadership as cutoff points (14, 16, 18) on this dimension. The leadership pattern of presidents of Panchayat Raj Institutions were perceived as participative and consultative by over one third (38.71%) and half of the respondents (50.54%) respectively, under the democratic patterns, whereas, under non-democratic type only 9.68 and 4.30 per cent of the presidents were categorized as that of autocratic and laissez-faire, respectively.

##### 4.2. 3.3 Organizing ability

This dimension had four items to measure the leadership pattern of presidents of Panchayat Raj Institutions. Considering the maximum score of each pattern of leadership as cutoff points (8, 10, 12) the respondents were grouped into four leadership pattern categories. Of the democratic pattern 29.03 and 46.24 per cent of presidents of Panchayat Raj Institutions were participative and consultative types, respectively. Under non-democratic patterns 13.98 and 10.75 per cent of the respondents perceived their leadership pattern as that of autocratic and laissez-faire types, respectively.

**Table 10: Leadership pattern of presidents of Panchayat Raj Institutions**

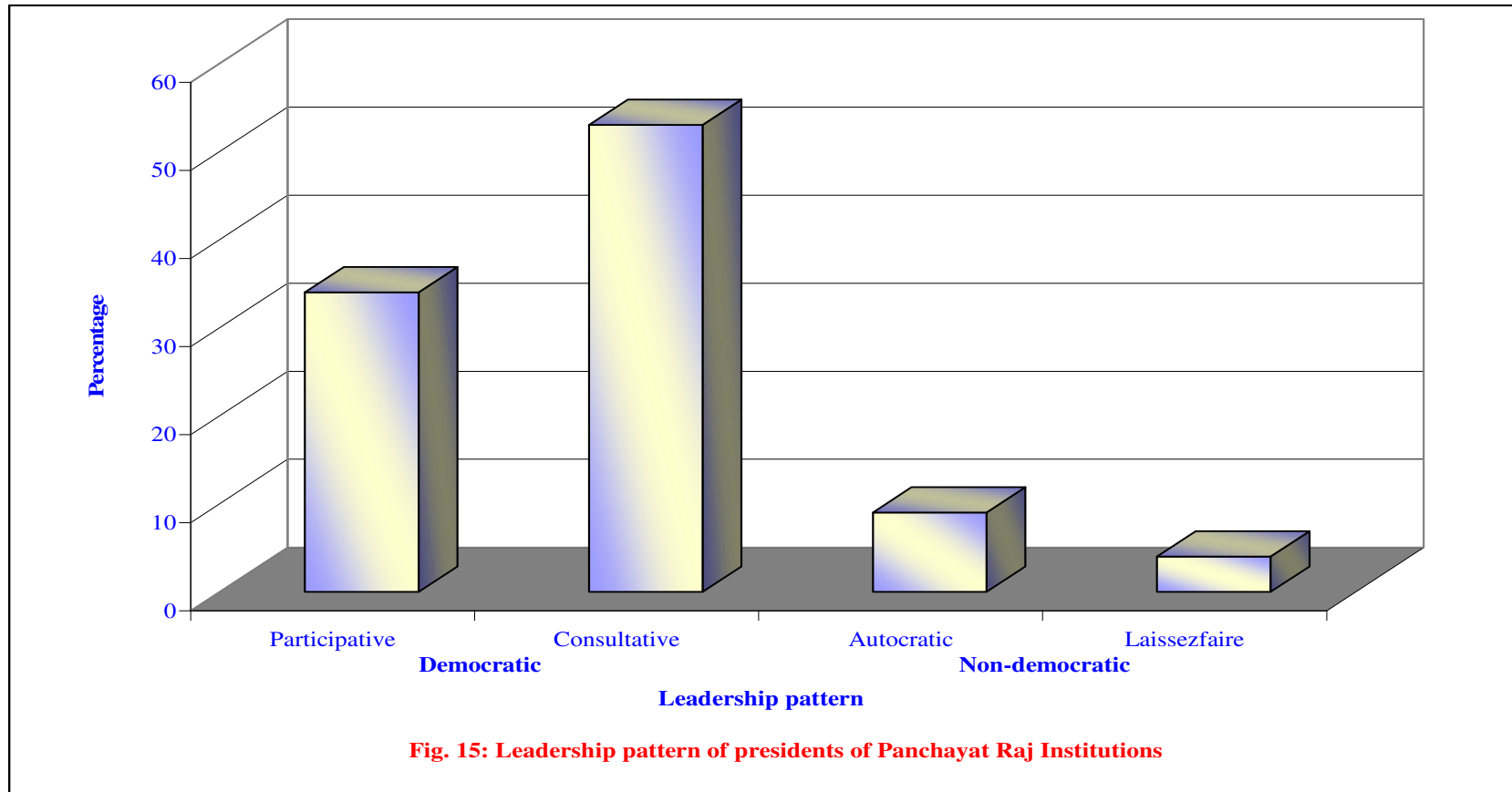
(n = 93)

Sl. No.	Leadership pattern		No	Per cent
1.	Democratic	Participative	32	34.41
		Consultative	49	52.69
2.	Non-democratic	Autocratic	08	8.60
		Laissezfaire	04	4.30
		<b>Total</b>	<b>93</b>	<b>100.00</b>

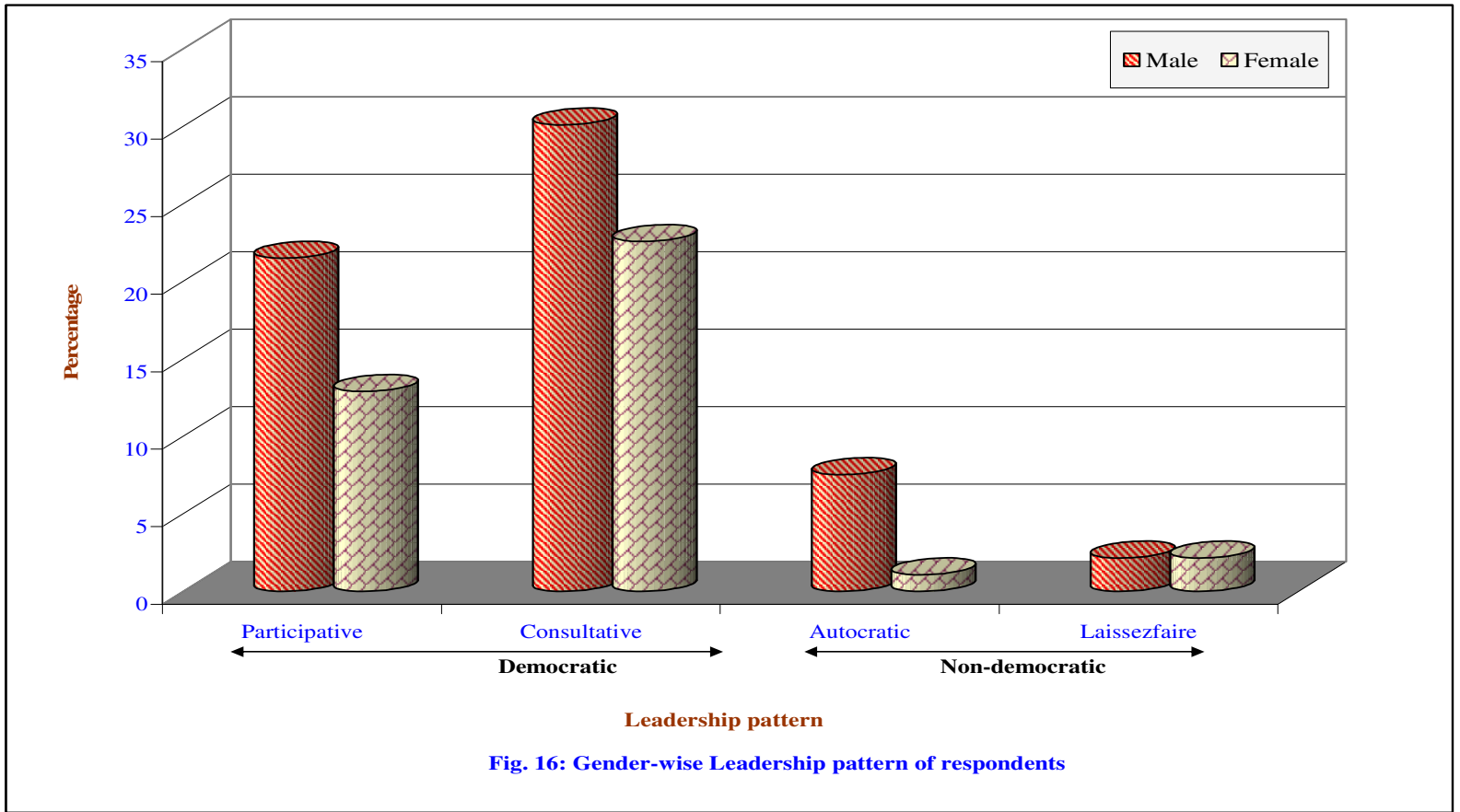
**Table 11: Gender-wise leadership pattern of respondents**

(n = 93)

Sl. No.	Leadership pattern		Male		Female	
			No	Per cent	No	Per cent
1.	Democratic	Participative	20	21.50	12	12.90
		Consultative	28	30.10	21	22.58
2	Non-democratic	Autocratic	7	7.53	1	1.07
		Laissezfaire	2	2.15	2	2.15
		<b>Total</b>	<b>57</b>	<b>61.30</b>	<b>36</b>	<b>38.70</b>



**Fig. 15: Leadership pattern of presidents of Panchayat Raj Institutions**



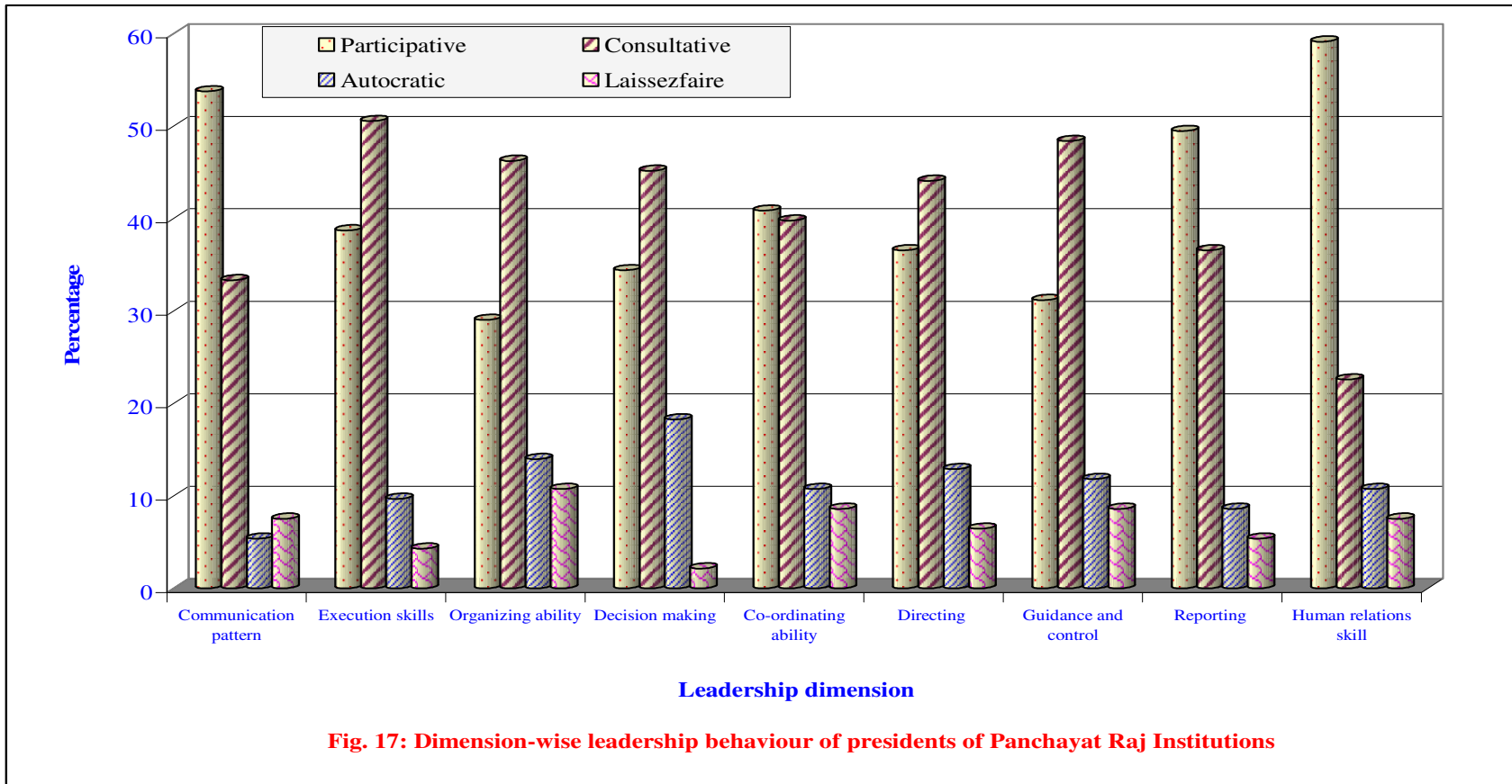
**Fig. 16: Gender-wise Leadership pattern of respondents**

Fig. 16: Gender-wise Leadership pattern of respondents

**Table 12: Dimension wise leadership pattern of presidents of Panchayat Raj Institutions**

(n = 93)

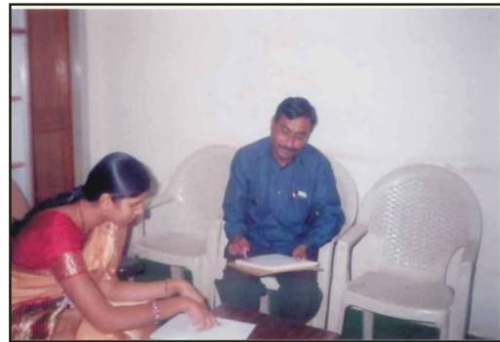
Sl. No.	Leadership dimension	Participative		Consultative		Autocratic		Laissezfaire	
		No.	%	No.	%	No.	%	No.	%
1.	Communication pattern	50	53.76	31	33.33	05	5.38	07	7.52
2.	Execution skills	33	38.71	47	50.54	09	9.68	04	4.30
3.	Organising ability	27	29.03	43	46.24	13	13.98	10	10.75
4.	Decision making	32	34.41	42	45.16	17	18.28	02	2.15
5.	Co-ordinating ability	38	40.86	37	39.78	10	10.75	08	8.60
6.	Directing	34	36.56	41	44.08	12	12.90	06	6.45
7.	Guidance and control	29	31.18	45	48.39	11	16.13	08	8.60
8.	Reporting	46	49.46	34	36.56	8	8.60	5	5.38
9.	Human relations skill	55	59.14	21	22.58	10	10.75	7	7.52



**Fig. 17: Dimension-wise leadership behaviour of presidents of Panchayat Raj Institutions**



**Plate 4: Research is addressing elected representatives at state level seminar organized under National Horticulture Mission**



**Plate 5: Research is collecting information from president of Zilla Panhayat**



**Plate 6: Inventory of horticulture development, research with Alibad Gram Panchyat president**



**Plate 7: Research is addressing panchayat members about horticulture development at Atharga Gram Panchayat**



**Plate 8: Research eliciting information from presidents of Benakanahalli and Zalaki Gram Panchyats**



**Plate 9: Research is making interview of Tamba and Tadavalaga Gram Panchayat presidents**

#### 4.2. 3.4 Decision making

The presidents of Panchayat Raj Institutions were grouped into eight leadership pattern categories based on the maximum score of each patterns of leadership as cutoff points (16, 18, 20). The leadership patterns of presidents were participative and consultative types as revealed by 34.41 per cent and 45.16 per cent, respectively under the democratic type. Whereas, under non-democratic type 18.28 and 2.15 per cent of the presidents were categorized as autocratic and laissez-faire types, respectively.

#### 4.2. 3.5 Coordinating ability

This dimension has six items, the respondent presidents of Panchayat Raj Institutions were grouped into four pattern of leadership categories considering the maximum score of each pattern of leadership as cutoff points (12, 14, 16). leadership patterns of presidents were participative and consultative type by 40.86 and 39.78 per cent of the presidents, respectively. Whereas, 10.75 and 8.60 per cent of them were categorized as autocratic and laissez-faire type respectively.

#### 4.2. 3.6 Directing

The leadership provided by presidents of Panchayat Raj Institutions under directing function to the panchayat members in carrying out the Horticulture development activities was through four items. The respondents were grouped into four leadership pattern perception categories considering the maximum score of each pattern of leadership as cutoff points (8, 10, 12). Of the democratic patterns 36.56 and 44.08 per cent of respondents categorised their leadership pattern as that of participative and consultative type respectively. Where as, 12.90 and 6.45 per cent respondents under non-democratic type were categorized as autocratic and laissez-faire type respectively.

#### 4.2. 3.7 Guidance and Control

This dimension of leadership of presidents of Panchayat Raj Institutions were grouped into eight leadership pattern categories taking the maximum score of each pattern of leadership as cutoff points (16, 18, 20). The leadership pattern of presidents were categorized as participative and consultative type by 31.18 and 48.39 per cent respectively. Whereas, 16.13 and 8.60 percent of the respondents were categorized as autocratic and laissez-faire type, respectively.

#### 4.2. 3.8 Reporting

This dimension had five items to measure the leadership pattern of presidents of Panchayat Raj Institutions. The respondents were grouped into four leadership pattern categories considering the maximum score under each pattern of leadership as cutoff points (10, 12, 14). Of the democratic patterns 49.46 and 36.56 per cent of presidents were categorized as that of participative and consultative type respectively. Under non-democratic pattern 8.60 and 5.38 per cent of the presidents exhibited their leadership as autocratic and laissez-faire types, respectively.

#### 4.2. 3.9 Human Relations skill

The leadership behaviour exhibited by the presidents pertaining to human relations skill was measured by six items. The respondents were grouped into four leadership pattern categories based on the maximum score of each pattern of leadership as cutoff points (12, 14, 16). The leadership pattern was participative and consultative in maintaining human relations skill to the extent of 59.14 and 22.58 per cent respectively. While 10.75 and 7.52 per cent of them, exhibited as autocratic and laissez-faire types respectively.

### 4.3 Knowledge level of presidents of the Panchayat Raj Institutions about Horticulture development

The results on the knowledge level of the the presidents of Panchayat Raj Institutions about the horticulture development are presented in Table 13a, 13b and Fig. 18a, 18b.

It could be observed from Table 13a that large majority (90.32%) of the respondents had knowledge about subsidy component followed by 82.02 per cent of them had knowledge about the existence and details about National Horticulture Mission.

**Table 13a: Knowledge level of presidents of Panchayat raj institutions about horticulture development**

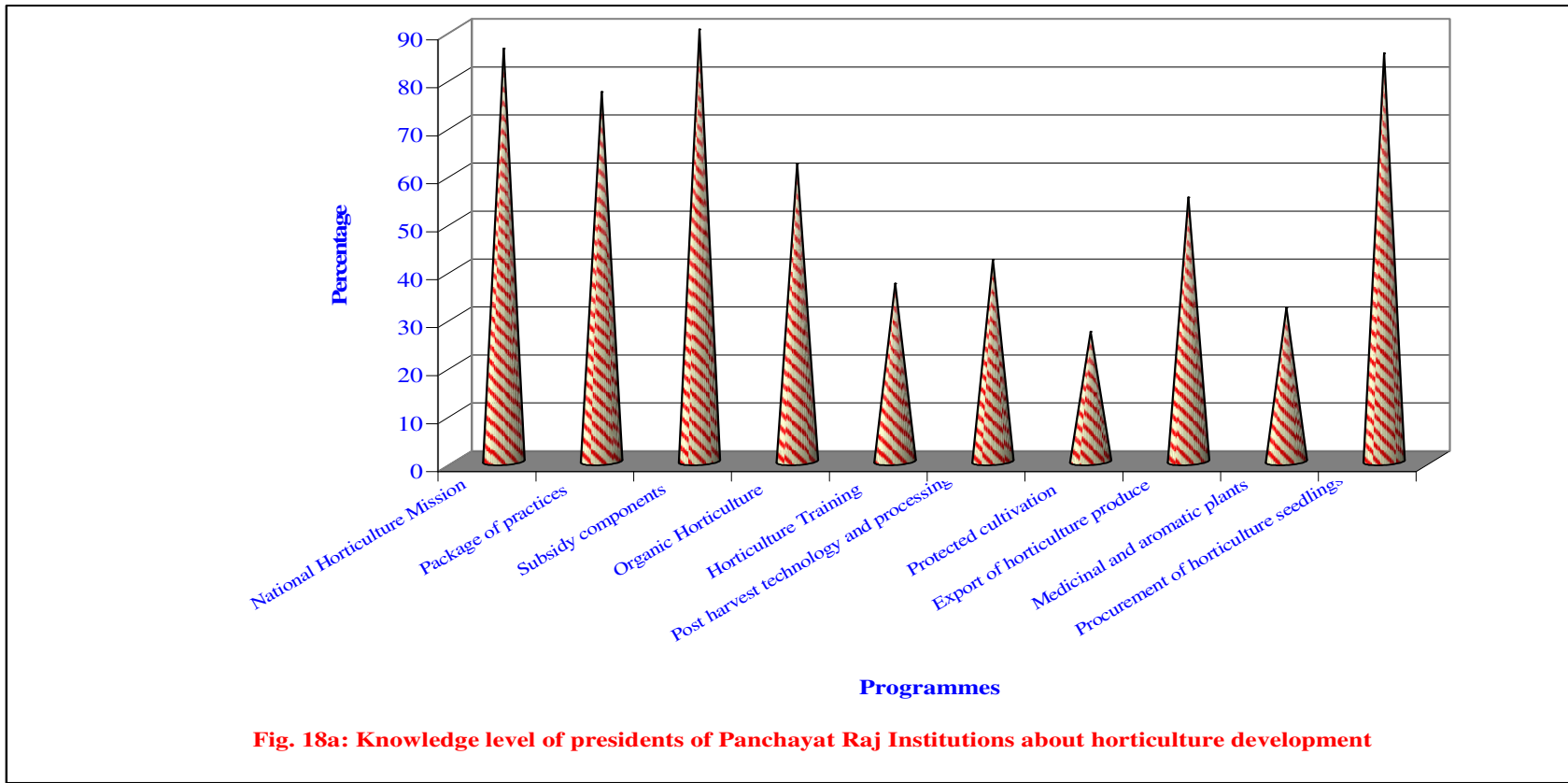
(n = 93)

<b>Sl. No.</b>	<b>Programmes</b>	<b>No</b>	<b>Per cent</b>
1	National Horticulture Mission	80	82.02
2	Package of practices	72	77.42
3	Subsidy components	84	90.32
4	Organic Horticulture	58	62.36
5	Horticulture Training	34	36.56
6	Post harvest technology and processing	39	41.93
7	Protected cultivation	25	26.88
8	export of horticulture produce	51	54.84
9	Medicinal and aromatic plants	30	32.26
10	Procurement of horticulture seedlings	79	84.95

**Table 13b: Overall knowledge level of the respondents about horticulture development**

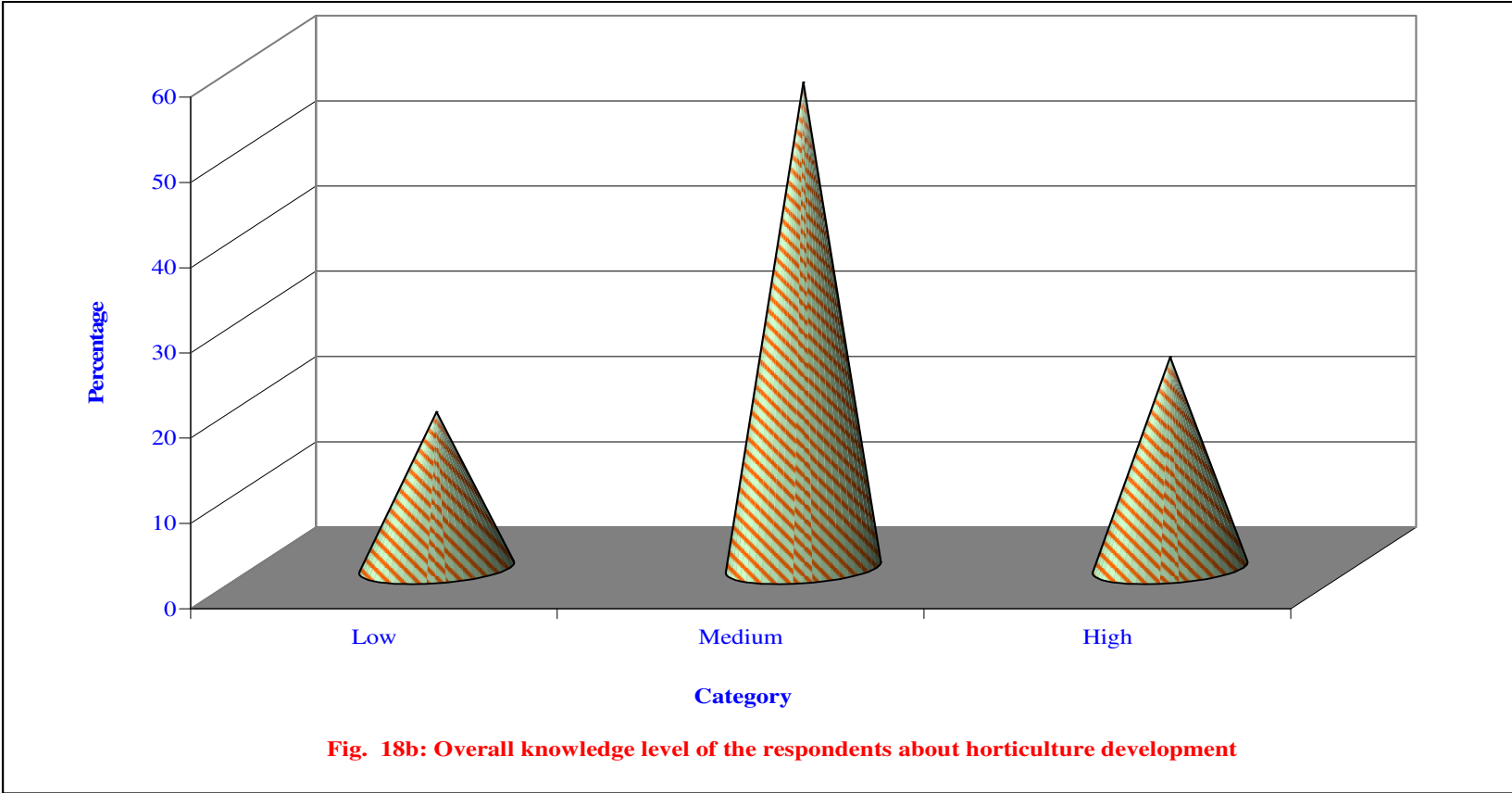
(n = 93)

<b>Sl. No.</b>	<b>Category</b>	<b>No</b>	<b>Per cent</b>
1	Low	17	18.30
2	Medium	53	56.98
3	High	23	24.72
	<b>Total</b>	<b>93</b>	<b>100.00</b>



**Fig. 18a: Knowledge level of presidents of Panchayat Raj Institutions about horticulture development**

**Fig. 18a: Knowledge level of presidents of Panchayat Raj Institutions about horticulture development**



**Fig. 18b: Overall knowledge level of the respondents about horticulture development**

Table 13a also revealed that 84.95 per cent of the presidents had knowledge about procurement of horticulture seedlings from the department and 77.42 per cent of them knew about the cultivation aspects that is package of practices of horticulture crops 62.36 per cent of respondents had knowledge about organic farming in horticulture and 54.84 per cent about export of horticulture produce.

The Table also indicated that presidents of Panchayat Raj Institutions had knowledge about post harvest technology (41.93%), horticulture training (36.56%), cultivation aspects with regard to medicinal and aromatic plants (32.26%), and protected cultivation of horticulture crops (26.88%).

#### 4.3.1 Overall knowledge of presidents of Panchayat Raj Institutions about horticulture development

The overall knowledge level of presidents of panchayat raj institution is given in Table 13b and the graph indicating the respondents according to their knowledge level is shown in Fig. 18b.

Considering the overall knowledge about horticulture development, over half (56.98%) of the respondents had medium knowledge level, followed by nearly one-fourth (24.72%) of them with high knowledge level, whereas only 18.30 per cent of the presidents had low knowledge level about horticulture development aspects.

#### 4.4 Association between selected characteristics of presidents of Panchayat Raj Institutions with their leadership pattern

An attempt was made in the present investigation to ascertain the relationship between selected personal and socio economic characteristics of presidents of Panchayat Raj Institutions with their leadership pattern. The findings in this regard are presented in Table 14 and is given in Fig. 19.

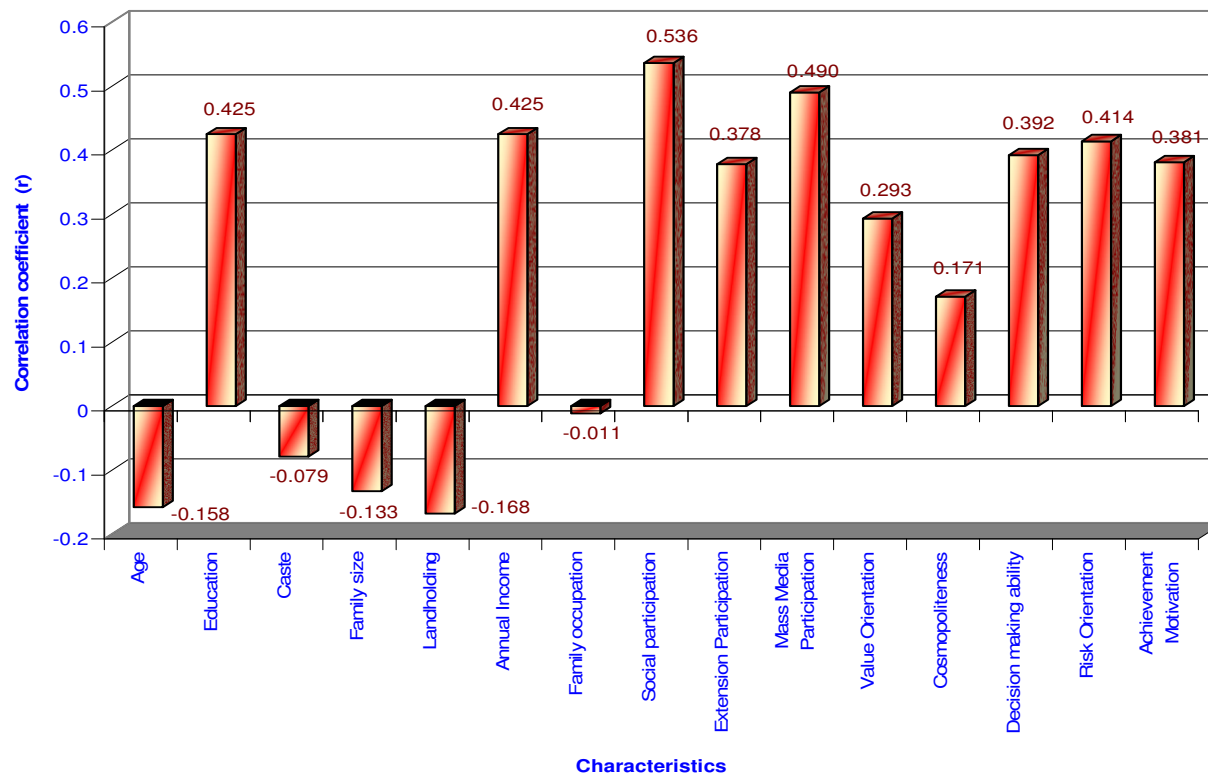
**Table 14: Correlation coefficients between selected independent characteristics of the respondents with their leadership pattern**

(n = 93)

Sl. No.	Characteristics	Correlation coefficient (r)
1.	Age	-0.158
2.	Education	0.425**
3.	Caste	-0.079
4.	Family size	-0.133
5.	Landholding	-0.168
6.	Annual Income	0.425**
7.	Family occupation	-0.0114
8.	Social participation	0.536**
9.	Extension Participation	0.378**
10.	Mass Media Participation	0.490**
11.	Value Orientation	0.293*
12.	Cosmopolitaness	0.171
13.	Decision making ability	0.392**
14.	Risk Orientation	0.414**
15.	Achievement Motivation	0.381**

\* Significant at 0.05 level of probability

\*\* Significant at 0.01 level of probability



**Fig. 19: Correlation coefficients between selected independent characteristics of the respondents with their leadership pattern**

**Fig. 19: Correlation coefficients between selected independent characteristics of the respondents with their leadership pattern**

The correlation coefficient test computed for data indicated that out of 15 variables, 8 variables showed highly positive and significant relationship with the leadership pattern of the respondents. They were education, annual income, social participation, extension participation, mass media participation, decision making ability, risk orientation and achievement motivation.

Further, the analysis also indicated that the variable value orientation had significant impact on the leadership pattern of the respondents. The other variables like age, caste, family size, land holding, Family occupation and cosmopolite ness did not have any impact on the leadership pattern of the presidents of Panchayat Raj Institutions.

#### 4.4.1 Regression analysis between selected characteristics of presidents of Panchayat Raj Institutions with the leadership pattern.

Multivariate relationship between the personal and socio-economic characteristics of the respondents and its influence on leadership pattern are shown in Table 15 and Fig. 20.

The data in Table 15 revealed that the regression coefficient ( $R^2 = 0.704$ ) of the personal and socio-economic characteristics of the respondents namely age, caste, family size, land holding, annual income, family occupation and cosmopoliteness were non significant. Only the variables education, social participation, extension participation, mass media participation, decision making ability and risk orientation were found to contribute significantly at one per cent level while the variables value orientation and achievement motivation were found significant at five per cent level of probability with the leadership pattern of presidents of Panchayat Raj Institutions.

#### 4.4.2 Path coefficients showing direct, indirect and substantial indirect effect of independent variables on the dependent variable – leadership pattern of presidents of Panchayat Raj Institutions.

A close scrutiny of the contents of Table 16 revealed that the variable, social participation (0.432) caused the highest positive direct effect on the leadership pattern of presidents of Panchayat Raj Institutions followed by mass media participation (0.389), risk orientation (0.384), annual income (0.323), achievement motivation (0.278), extension participation (0.256), education (0.229), value orientation (0.223) and decision making ability (0.29). On the other hand the variables such as family occupation (-0.213), land holding (-0.109), age (-0.108), caste (-0.206) and family size (-0.03) exerted highest negative direct effects on the leadership behaviour of presidents of Panchayat Raj Institutions.

It could also be noticed from the results presented in Table 16 that the variable education (0.196) exercised higher positive total indirect effect, followed by extension participation (0.122), social participation (0.104), achievement motivation (0.103), the indirect effect of 0.102 was observed by each of annual income and decision making ability variable, mass media exposure (0.101), family occupation (0.099), value orientation (0.070) and risk orientation (0.030) on leadership pattern of presidents of Panchayat Raj Institutions. While the variables family size (-0.103), land holding (-0.059) and age (-0.050) exerted highest negative total indirect effects.

Out of a total of 45 substantial indirect effects that were possible, by considering the first three substantial indirect effects of highest order in respect of each of the 15 independent variables studied six passed through the variable achievement motivation ( $X_{15}$ ), five passed through mass media participation ( $X_{10}$ ), four each passed through annual income ( $X_6$ ) and decision marking ability ( $X_{13}$ ), three each passed through education ( $X_2$ ), family occupation ( $X_7$ ), extension participation ( $X_9$ ) and risk orientation ( $X_{14}$ ) and one each through age ( $X_1$ ), family size ( $X_4$ ), land holding ( $X_5$ ) and value orientation ( $X_{11}$ ).

**Table 15: Regression analysis between selected independent characteristics of presidents of Panchayat Raj Institutions with the leadership pattern**

(n = 93)

Sl. No.	Independent variables	Regression Coefficients (b)	t- value
1	Age	0.038	0.297
2	Education	1.287	3.51**
3	Caste	0.813	1.18
4	Family size	-0.145	0.176
5	Landholding	-0.168	0.194
6	Annual Income	1.178	1.245
7	Family occupation	-0.114	0.221
8	Social participation	0.187	4.10**
9	Extension Participation	0.136	3.456**
10	Mass Media Participation	0.245	3.78**
11	Value Orientation	0.104	2.42*
12	Cosmopolitaness	2.53	1.65
13	Decision making ability	0.218	3.066**
14	Risk Orientation	0.378	3.17**
15	Achievement Motivation	0.105	2.863*

\* Significant at 0.05 level of probability

\*\* Significant at 0.01 level of probability

**R<sup>2</sup> = 0.704**

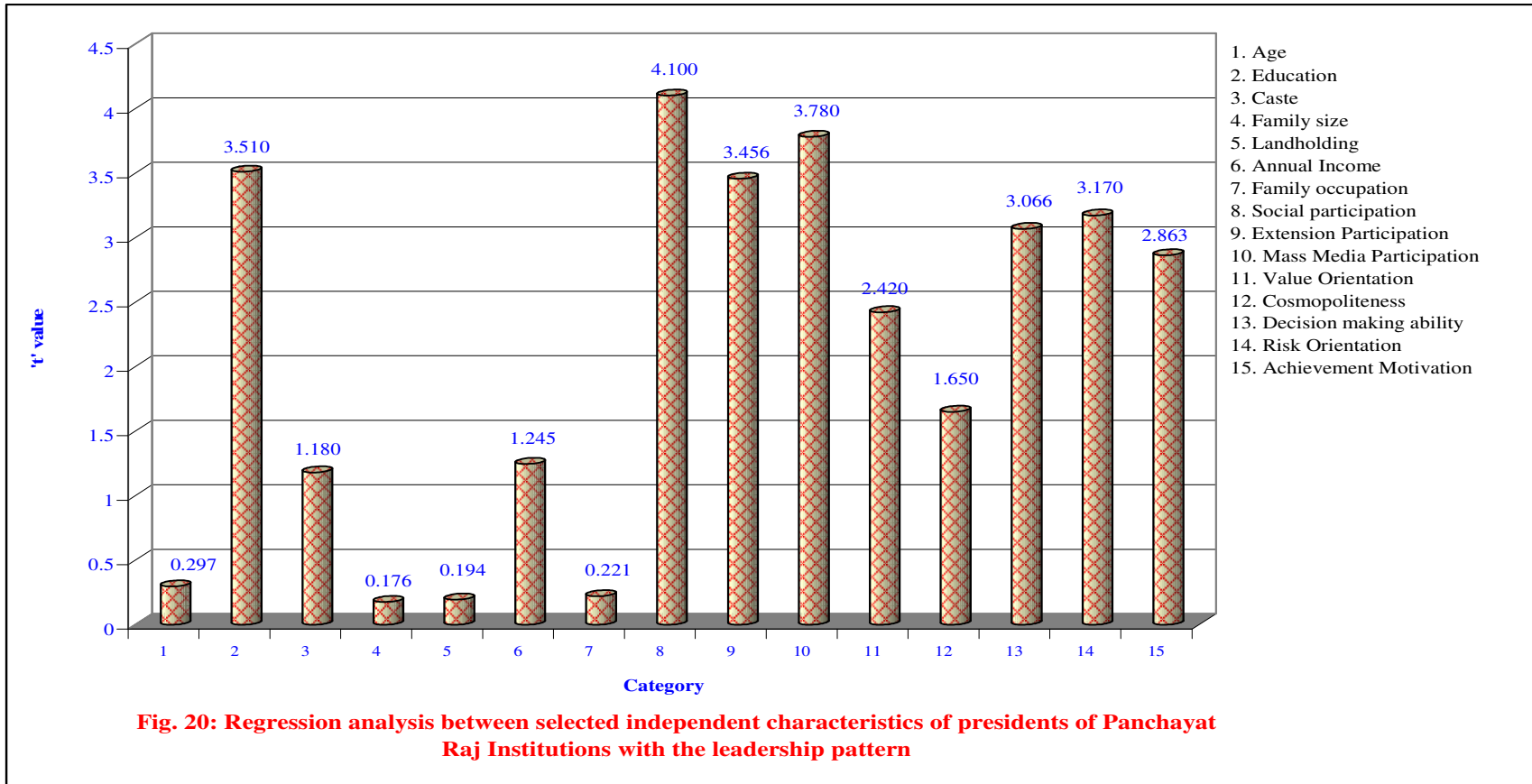


Fig. 20: Regression analysis between selected independent characteristics of presidents of Panchayat Raj Institutions with the leadership pattern

**Table 16: Path Coefficients showing direct, indirect and substantial indirect effect of independent variables on dependent variable leadership pattern of respondents**

(n = 93)

Sl. No.	Characteristics	Direct	Total Indirect	Substantial indirect effect		
				1	2	3
X <sub>1</sub>	Age	-0.108	-0.050	0.354X4	0.351X6	-0.205X3
X <sub>2</sub>	Education	0.229	0.196	0.284X3	0.368X10	-0.284X6
X <sub>3</sub>	Caste	-0.206	-0.053	0.224X11	0.157X15	0.198X10
X <sub>4</sub>	Family size	-0.03	-0.103	0.354X1	-0.284X6	0.187X7
X <sub>5</sub>	Landholding	-0.109	-0.059	0.241X14	0.231X15	0.218X13
X <sub>6</sub>	Annual Income	0.323	0.102	0.284X3	0.278X7	0.174X10
X <sub>7</sub>	Family occupation	-0.213	0.099	0.268X3	0.158X9	0.148X6
X <sub>8</sub>	Social participation	0.432	0.104	0.214X8	-0.158X12	0.149X2
X <sub>9</sub>	Extension Participation	0.256	0.122	0.306X3	0.269X10	0.239X15
X <sub>10</sub>	Mass Media Participation	0.389	0.101	0.269X10	-0.231X3	0.223X15
X <sub>11</sub>	Value Orientation	0.223	0.070	0.143X9	0.113X13	0.078X2
X <sub>12</sub>	Cosmopolitaness	0.620	0.002	0.162X10	-0.153X7	0.140X9
X <sub>13</sub>	Decision Making Ability	0.29	0.102	0.821X15	0.756X14	0.399X5
X <sub>14</sub>	Risk Orientation	0.384	0.030	0.788X15	0.695X13	0.344X6
X <sub>15</sub>	Achievement Motivation	0.278	0.103	0.878X14	0.821X13	0.347X2

**Table 17a: Discriminant function and coefficients of characterization of respondents of male and female leadership pattern**

(n = 93)

Variable code	Characteristics	Discriminant coefficient (t)	D <sup>2</sup>
X1	Age	-0.05	6.85
X2	Caste	-1.63	
X3	Education	-0.05	
X4	Family size	0.08	
X5	Landholding	0.47	
X6	Annual Income	0.91	
X7	Family occupation	-0.35	
X8	Social participation	-0.44	
X9	Extension Participation	0.16	
X10	Mass Media Participation	-1.57	
X11	Value Orientation	-0.40	
X12	Cosmopliteness	1.42	
X13	Decision making	1.95	
X14	Risk Orientation	1.22	
X15	Achievement Motivation	1.36	

\* Significant at 0.05 level of probability

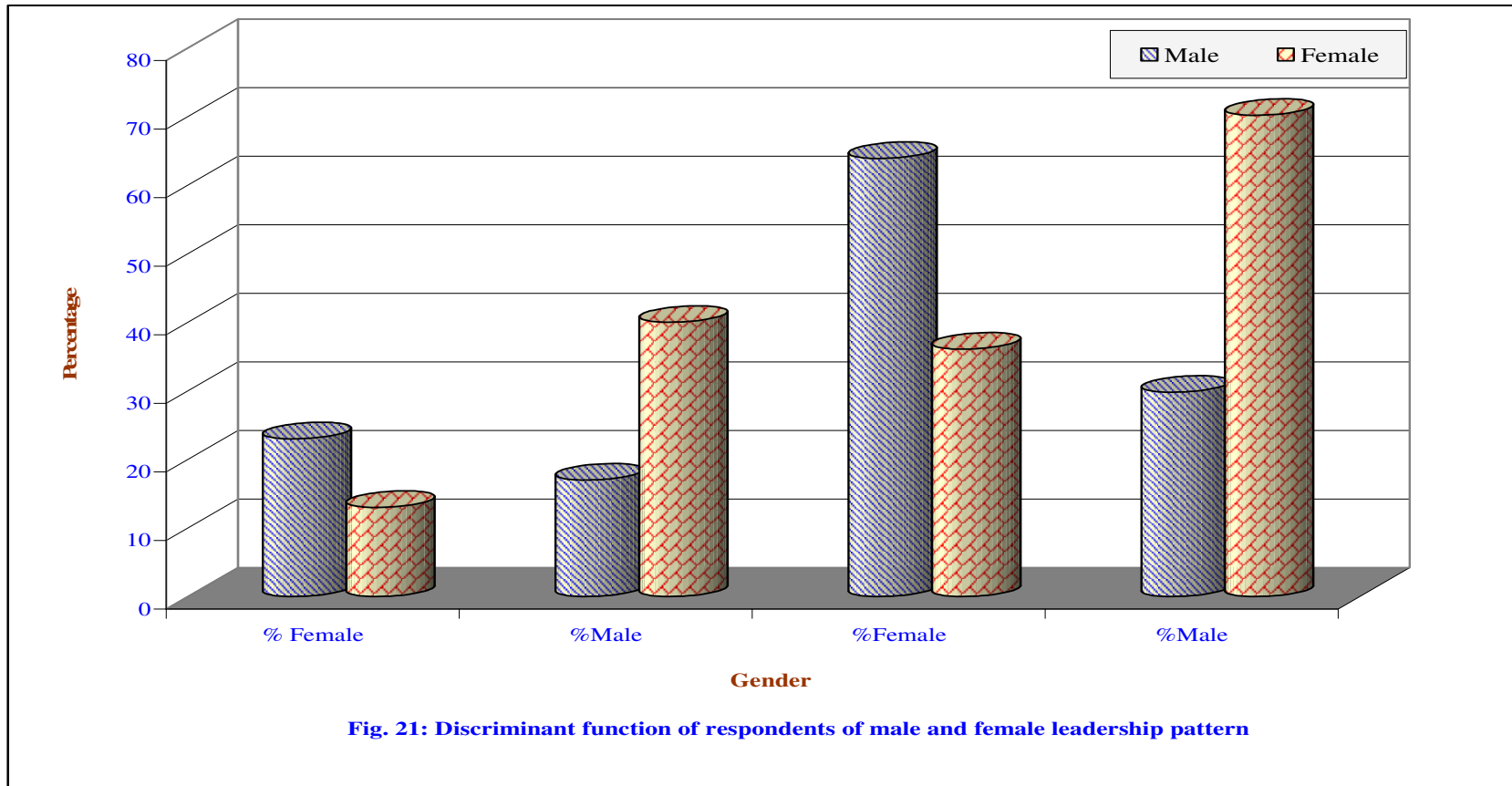
F = 12.60

\*\* Significant at 0.01 level of probability

**Table 17b: Discriminant function results**

(n=93)

Gender	Predicted Group Membership		Total
	Female	Male	
% Female	23	13	36
% Male	17	40	57
% Female	63.9	36.1	100.0
% Male	29.8	70.2	100.0

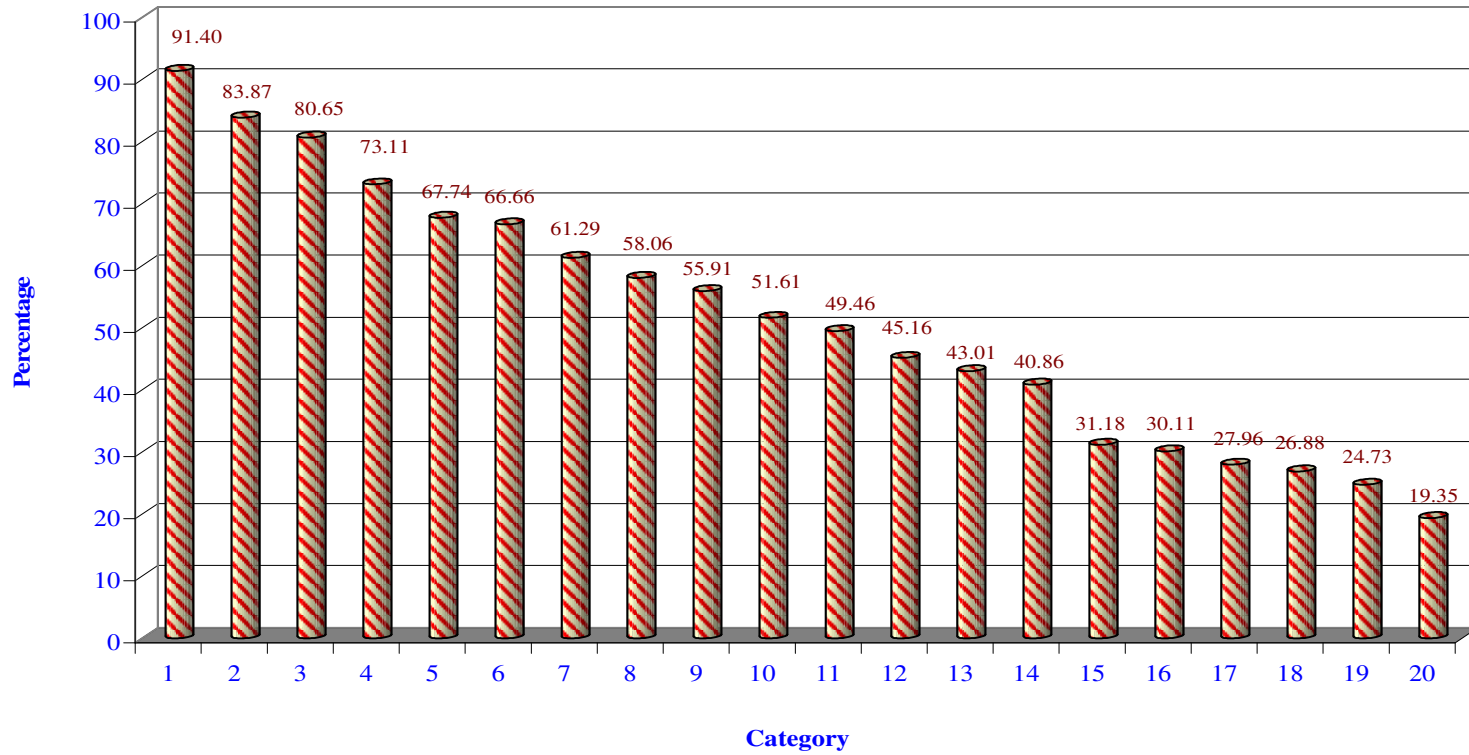


**Fig. 21: Discriminant function of respondents of male and female leadership pattern**

**Table 18: Suggestions of Presidents for effective Performance of Panchayat Raj Institutions**

(n=93)

Sl. No.	Suggestions	Frequency	Percentage
1.	Providing area and population based and regular allotment of funds to panchayats.	85	91.40
2.	Providing proper training to newly elected members and office bearers regarding their roles and responsibilities.	78	83.87
3.	Giving importance to the suggestions/opinions of people	75	80.65
4.	The development schemes were undermined due to scarcity of funds, so the government should make alternative steps to meet the finance	68	73.11
5.	Making people aware of the resources and limitations of panchayats	63	67.74
6.	Non selfishness and proper perception of village problems by panchayat members.	62	66.66
7.	Bringing awareness and involvement of people for maintenance of community assets and orienting them for timely payment of taxes.	57	61.29
8.	Elected representatives and local leaders should motivate people for co operation.	54	58.06
9.	Selection and implementation of viable and need oriented Horticulture development projects	52	55.91
10.	Social organizations be activated in village and involvement local organizations for supervision.	48	51.61
11.	Inculcation of adequate awareness amongst officials regarding functioning of democratic institutions	46	49.46
12.	Adequate staff with computer network facilities should be provided to each Gram panchayat	42	45.16
13.	Adequate availability of technical personnel for maintenance of community assets.	40	43.01
14.	Preparation of resource and inventory for each Gram panchayat	38	40.86
15.	Processing units should be established on Co-operative basis	29	31.18
16.	Avoidance of intervention of political and other village leaders in Panchayat activities	28	30.11
17.	Unbiased approach and Projecting achievements of Panchayats to people	26	27.96
18.	Provision of Mobile phone and transport facility to presidents.	25	26.88
19.	Recognition of presidents for their good and selfless service.	23	24.73
20.	More involvement of Panchayat with Mass media	18	19.35



**Fig. 22: Suggestions of presidents for effective performance of Panchayat Raj Institutions**

**Fig. 22: Suggestions of presidents for effective performance of Panchayat Raj Institutions**



**Plate 10: Research is collecting from the presidents of Umrani and Hattalli Gram Panchayats (Indi Tq.)**



**Plate 11: Research eliciting information from Karjol and Kakhandaki Gram Panchayats (Bijapur Tq.)**



**Plate 12: Research is in the pomegranate field with panchayat president at Loni B.K. (Indi Tq.)**

#### 4.4.3 Characteristics which discriminate leadership pattern of male and female presidents of Panchayat Raj Institutions

The results presented in Table 17a, clearly revealed that all the 15 independent variables together could significantly discriminate the male and female leadership pattern of respondents, as revealed by the significant  $D^2$  value (6.85) tested for its significance using the corresponding 'F' value (12.60). It implied that all the 15 independent variables of the study were together responsible for discriminating the male and female leadership pattern of president of Panchayat Raj Institutions.

A close look of the Table 17b and Fig. 21 has revealed that female to female discrimination was 63.90 per cent followed by; 36.10 per cent for female to male discrimination. On the other hand, the discriminate function between male to male was 70.20 per cent and it was 29.80 per cent between male to female discrimination.

#### 4.5 Suggestions of presidents for better performance of Panchayat Raj Institutions

The findings presented in Table 18 and Fig. 22 revealed that providing area and population based and regular allotment of funds to panchayats was suggested by majority (91.40%) of presidents and was ranked first, followed by providing proper training to newly elected members and office bearers regarding their roles and responsibilities by 83.87 per cent of respondents which ranked second and giving importance to the suggestions/opinions of people (80.65%) ranked third. The other important suggestions made by the presidents for effective performance of Panchayat Raj Institutions included, the development schemes were undermined due to scarcity of funds (73.11), making people aware of the resources and limitations of panchayats (67.74%), non-selfishness and proper perception of village problems by panchayats (66.66%), bringing awareness and involvement of people for maintenance of community assets (61.29%), elected representatives and local leaders should motivate people for co-operation (58.06%), selection and implementation of viable and need based horticulture development projects (55.91%) and social organizations be activated in village and involvement of local organizations for supervision (51.61%).

## 5. DISCUSSION

The results of the present investigation which have been reported in the previous chapter have been discussed in this chapter. Falling in line with the objectives of study, the results pertaining to profile characteristics of presidents, their leadership pattern and knowledge level of presidents of the Panchayat Raj Institutions about Horticulture development and the association between selected characteristics of presidents of Panchayat Raj Institutions with the leadership pattern are thoroughly discussed and supported or contradicted with earlier findings. The discussion of the findings is done under the following headings.

- 5.1 Profile characteristics of presidents of Panchayat Raj Institutions
- 5.2 Leadership pattern of presidents of Panchayat Raj Institutions
- 5.3 Knowledge level of presidents of Panchayat Raj Institutions about Horticulture development
- 5.4 Association between selected characteristics of presidents of Panchayat Raj Institutions with the leadership pattern
- 5.5 Suggestions of presidents for better performance of Panchayat Raj Institutions.

### 5.1 Profile characteristics of presidents of Panchayat Raj Institutions

#### 5.1.1 Gender

The analysis of results presented in Table 1 indicated that nearly two- third of the respondents (61.30%) of the respondents were male and over one third (38.70%) were female.

It is evident from the above results that the reservation for women in Panchayat Raj Institutions in accordance with the constitutional provisions has been ensured in the area of study. This finding is supported by the findings of Wankhede (1994) and Kamble (1998), and Padma (1984) observed contradictory findings that the panchayat is entitled to nominate a woman as a member in a special meeting convened for the purpose.

#### 5.1.2 Age

It is seen from Table 1 that majority (52.68%) of the respondents were in middle age category, whereas over one fourth (27.95%) belonged to young age group and only 19.35 per cent belonged to old age group.

Age is one of the factors in determining the emergence of leadership particularly that of village leadership. The findings of the study revealed that 52.68% of respondents belong to middle age group. It is widely believed that elderly persons of 36 years of age and above are acceptable at these institutions, for their symbolized experience, maturity, awareness, wisdom and equanimity of mind. Traditionally, age is considered as an important factor in respect of one's status and prestige, particularly in rural societies.

In the present study it was also noticed that over one fourth (27.95%) of the respondents belonged to young age of 20 to 35 years. The presence of young leaders is a welcome sign of change in the public life of village communities. The opinion that the younger generation lack political experience does not hold good, since majority of them (80.65%) belonged to young and middle age group, although their involvement in the political sphere is itself new. 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 the forefront in the emergence of leadership. The findings of the study derived support from the findings of Krishnaswami and Guruswami (1970), Abraham(1993), Mahadik (1995), Shanthesheela (2002) and Mankar (2003).

#### 5.1.3 Education

It is observed from the findings of Table 1 that a considerable percentage (36.56%) of presidents studied upto primary education, followed by high school (26.88%), middle school

(17.20%), collegiate education (4.30%), while only 15.05 per cent of respondents were illiterates.

In any developing society education plays a key role in sharing of power and shaping of the leadership pattern. The capacity to understand the issues and problems faced by the community and the ability to communicate one's ideas to others are important qualities of a leader. Education is one of the means of acquiring such a capability. An illiterate person would not be able to understand all the rules and regulations governing the institutions of panchayat raj. Since they become members of very important political organizations, educated or being literate will help 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

It is apparent that a majority (84.84%) of presidents was literate and 48.38 per cent had studied beyond the primary level of education. With this educational background, the rural leaders can understand the rules, regulations and to implement the developmental schemes of village panchayats and redress the grievances of local people through proper decision making. The findings indicate that the people by and large, had carefully chosen educated ones as panchayat presidents. This finding is line with the findings of Anonymous (1991), Abraham (1993), Wankhede (1994), Jadhav (2002) and Mankar (2003).

#### 5.1.4 Caste

It is revealed from the findings that 34.40 per cent, each of the respondent belonged to other backward caste and SC/ST communities, respectively, Whereas, 31.18 per cent of them belonged to general category.

The Indian social system is dominated by castes and their specific status. Caste prescribes one's status and a person knows from birth his position in the social ranking system. In traditional rural societies, leadership had been a monopoly of the high caste and the big landlords. Hence, caste factor also had its share in the leadership. The findings revealed that a large majority of respondents belonged to deprived sections of society. It is due to the 73<sup>rd</sup> constitutional amendment which has made provision of reservation. Respondents of all castes were able to find a new identity as representatives with equal status and able to participate in the work of the panchayat bodies.

The finding is supported by the findings of Kuble *et al.* (1990), Bhosale (1997), Kuraria *et al.* (1997), Mankar (2003) and Doddahanumaiah (2005).

#### 5.1.5 Marital status

A close look into the results of the study indicated that 82.80 per cent of respondents were married followed by only 16.13 per cent were unmarried. There was only one respondent who was a divorcee category.

The finding implies that the rural society is directed towards marriage as soon as they attain marriage age and early takeover of family responsibility. In the present study, all the married especially the woman presidents are doing well with the co-operation of their husbands when one look at the 16.13 per cent unmarried, poor economic condition and dowry evil may be the reason for remaining unmarried.

The findings of the study are in line with the findings of Ramaparvathy (1996), Shanta (1999), Doddahanumaiah (2005) and Mohanty (2006).

#### 5.1.6 Family type

It could be seen from the table that majority (66.67%) of the presidents were from nuclear family and 33.33 per cent came from joint family.

The joint family is associated with a traditional agricultural society where conservatism and family status tend to dominate over individual interest. Even though majority of the respondents came from agricultural society there was increased number of nuclear families and reduction of joint families.

The findings draws support from the findings of Grover *et al.* (1991), Kalliguddi (1993), Shanthsheela (2002), Mankar (2003) and Doddahanumaiah (2005).

### 5.1.7 Family size

It was noticed from Table 1 that 57.00 per cent of respondents belonged to small family size followed by 40.90 per cent of them having medium family size and rest of them (2.10 percent) were more than 10 members in the family.

The results revealed that majority of the respondents were from nuclear family and belonged to smaller family size. To take advantage of materialistic benefits in the present situation, the families tend to be small and independent economically.

The findings were contradicted by the findings of Deshmukh (1967), whose study on leadership pattern and revealed that members from medium and larger families had better chances to become a leader. Whereas, Yadav *et al.* (1992) stated that size of family did not appear to play a major role in determining an individual leadership status in the village.

### 5.1.8 Family occupation

The findings indicated in Table 1 revealed that major occupation was farming (64.52%), followed by business (18.28%), while 17.20 per cent respondents were wage earners.

Occupational status is also one of the most important variables determining the socio-economic character of the respondents. Besides being a source of income, the occupation of a person determines the style of life and the class status of that person. The competence, skill and knowledge required for the occupation were considered prestigious sources of leadership. It is revealed from the table that majority (64.52%) of the respondents were engaged in 'farming' followed by business (18.28%).

Agriculture being the predominant occupation in villages, naturally agriculturists were in large number among the rural leaders. The presidents who were engaged in 'business' had enough confidence to deal with the people's problem and become effective leaders of panchayats. In the present study only 17.20 per cent of respondents were wage earners. Due to constitutional amendment wage earners in villages contribute to the emergence of rural leadership. They were naturally familiar and directly affected by the problems like drinking water, dearth of education, sanitation, street light facilities and the like. So they focus all their attention on identifying local grievances and getting them redressed using their office as village panchayat chief.

This finding is in agreement with the findings of Kumari (1993), Roy (1995), Misra and Singh (1998), Shanthasheela (2002), Mankar (2003) and Doddahanumaiah (2005).

### 5.1.9 Land holding

Results regarding land holding showed that 45.16 percent of the respondents owned lands more than 10 acres followed by 36.56 per cent respondents who had medium size land holding. Only 13.98 per cent were landless and a meager number of respondents were (4.30%) hold 2.5 to 5.0 acres of land belonged to small size holdings.

To enter politics and contest elections generally one should be economically sound that is why majority (81.72%) of the respondents have large to medium size land holdings because the land ownership was also a factor in determining the rural leadership. In the study, nearly 14.00 per cent respondents were landless, which might be because some wage earners also participated and became panchayat heads.

This finding is in accordance with the findings of Muthayya and Raju (1973), Radha Krishna *et al.* (1975) and Shantasheela (2002).

### 5.1.10 Annual income

It was observed from the findings that 38.70 per cent respondents were under low income followed by 35.50 per cent under medium income category. Over one fourth of the respondents were under high income group.

Annual income, yet another important determinant of leadership has a bearing on the pattern of emerging rural leadership. Economic determinant is one of the determinant of social status. As a matter of fact in the rural scenario, it is rich who contest and emerge as leaders in local elections. An annual income of Rs. 71,444 to Rs. 1,23,997 is considered high

for village family because contesting the election itself is a costly affair which poor people cannot afford to do. On the basis of findings, 64.50 per cent respondents emerged from sound economic strata of rural communities. Economically privileged have good opportunities to emerge as leaders, besides influential persons who were respected, followed and obeyed by villagers because of their wealth, family, caste and other reasons.

The above findings are supported by the findings of Shindhe (1991), Mahadik (1995), Shantasheela (2002), Mankar (2003) and Doddahanumaiah (2005).

#### 5.1.11 Social participation

The results in Table 2a indicated that 47.31 per cent were members and 52.68 per cent were office bearers in various social organizations. Regarding extent of participation 59.14 per cent of the presidents participated regularly and 33.33 per cent of them occasionally in the organizations like co-operative society, youth club, mahila mandal, self help groups *etc.*

The above findings reflected the high rate of involvement and participation in the formal organizations which is due to their high social status and position in the village or keeping an eye over the local self government they were actively involved in various social organizations in the village. This might have helped them to become presidents of panchayats. In addition the findings in Table 2b also indicated overall social participation of the respondents, which revealed that majority (39.78%) were in medium social participation followed by 35.48 per cent were in high social participation category.

This findings got support from the findings of Ponnappan (1982), Mandal and Ray (1996), Jadhav (2002) and Doddahanumaiah (2005).

#### 5.1.12 Extension participation

The results presented in Table 3a indicated that 92.47 percent of the respondents participated in training programmes regularly, followed 87.09 percent of the respondents participated in field days on farmers field. 65.59 percent of the respondents participated in Krishimela/field days conducted by different development departments and 58.06. percent of the respondents participated in extension meetings .

The probable reasons attributed for this high participation is due to their position as panchayat presidents while conducting training programmes, organizing field days concerned, department officials invite the presidents as chief guests to inaugurate the training programmes, field days on the farmers field naturally their participation in the above programme is high and regular.

The overall extension participation from Table 3b, it is revealed that 40.86 per cent of the respondents had medium participation followed by 30.11 percent of respondents had high level of participation. This led to the conclusion that the participation fulfilled the requirement of presidents in acquiring skill and knowledge for their own advantage. This findings are in line with the findings of Sagar and Singh (1999), Kalakannavar (1999), Shantasheela (2002) and Mankar (2003).

#### 5.1.13 Mass media participation

The results to this effect from Table 4a indicated that cent per cent of the respondents had subscribed to newspapers, followed by 96.77 per cent, who possessed television and 86.02 per cent subscribed to farm/monthly/weekly magazines. Further, 73.11 per cent respondents were reading extension literature and 70.96 per cent read newspapers regularly.

In case of electronic media like television, it has become more a necessity than luxury and it has been considered as most credible source of information. All the respondents had subscription to news papers and Farm/Monthly/Weekly magazines (86.02%). This is due to the fact that all the panchayats had subscribed to 2-3 news papers and farm magazines and weekly magazines like Janapada, Karnataka Vikas Patrike, Grameen Bharat and other important magazines published by the Ministry of Rural Development and Panchayat raj which were regularly supplied to all the panchayats. Some panchayats are attached to libraries which are having books relating to agriculture and rural development which is very much useful to the presidents and members of Panchayat Raj Institutions.

The overall mass media participation of the respondents in Table 4b revealed that 43.01 per cent respondents had medium participation followed by 23.66 per cent with each having high and low mass media participation respectively.

The above findings were supported by Shinde (1991), Kalakannavar (1999), Patil (1999), Shantasheela (2002), Mankar (2003) and Doddahanumaiah (2005).

#### 5.1.14 Value orientation

The results showing the value orientation of presidents of Panchayat Raj Institutions are presented in Table 5a which indicated that a large majority (86.02%) of the respondents were cosmopolite followed by scientific (91.40%), liberal (81.70%) and having high aspirations (75.27%).

Values are important ratings which people attach to things, conditions and circumstances. They may also be regarded as goals and objectives to which people orient their thinking, feelings and actions. As such they become important themes in the behaviour of individuals.

It was interesting and surprising to some extent that even though most of the presidents had conservative outlook and bound by their customs and traditional values were working as presidents in rural areas, still majority of them exhibited more cosmopolitaness, scientific oriented, liberal and had higher aspirations.

The probable reason that could be assigned to their high degree of value orientation was that majority of them were aware of the process of horticulture development going on and were keenly interested in the socio-economic development of people and also themselves by adopting scientific innovations. Most of the respondents who were localies, fatalistic, conservative and with low aspiration in their views, were old aged ones. The results were not in contrast to the normal situation existing, since most of the respondents contacted were middle aged, possessed modern values who were exposed to a modernized and liberal society through different media like communicating with officials of development departments, chairing the panchayat committee meetings, general body meetings, attending meeting with high level officers like Deputy Commissioner, Chief Executive Officers, Department Heads, sometimes meeting convened by Chief Minister, Minister for Rural development and panchayat raj, District Minister *etc.* may have broadened their outlook towards many issues. Hence, 91.40 per cent of the respondents in Table 5b were having progressive outlook.

The findings got the support from the studies of Sundareshan (1978), Muthaiah (1981) and Marilingannavar (1992).

#### 5.1.15 Cosmopolitaness

The results of Table 6a indicates that 33.33 per cent respondents visited outside once a month relating to panchayat work, followed by 30.10 per cent of them visiting fortnightly, Further 68.81 per cent of respondents visit outside once a month relating to agriculture and horticulture, followed by 22.58 per cent who visited fortnightly, for the same work. About 37.64 per cent of respondents visited fortnightly outside their panchayat jurisdiction for personal/domestic work.

Further, it is also noticed from Table 6b that 61.30 per cent of them were categorized as high cosmopolite followed by 32.25 per cent of them, were medium cosmopolite.

It is clear from the above findings that the presidents, 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. The zilla and taluka panchayat presidents will visit capital cities to attend the meeting convened by ministry of rural development and panchayat raj at least once a month. This helped the president to develop cosmopolite outlook.

The above findings got support from Anonymous (1975), Gajre (1997), Jadhav (2002) and Doddahanumaiah (2005).

### 5.1.16 Decision making ability

It is revealed from the findings presented in Table 7a that 55.91 per cent respondents made self decision, 27.96 per cent made consultative decision for the statements 'one should not make independent decision to solve the burning problems of the community'. Further, 51.61 and 48.39 per cent respondents made self and consultative decision respectively for the statement 'one should influence others to take independent decision'. For the statement, 'one should act according to the decision of the committee whatsoever may be the problems' made by 53.76 percent respondents by following consultative decision followed by 35.48 per cent respondents made self decision for the same statement.

The results presented in Table 7b also revealed that majority (51.62%) of respondents had high decision making ability followed by 27.95 per cent medium decision making ability.

Decision making is the process of consciously choosing courses of action from available alternatives and integrating them for the purpose of achieving the desired goal. Decisions may be taken individually or consulting among the members. Decision making may vary from very simple routine type to a complex and difficult one. It is generally influenced by the level of knowledge, cost involved and time available in taking and implementing the decision. Majority of the presidents are of the opinion that since panchayats are the elected bodies and have many elected members, if the presidents take decisions independently all the time without consulting other members it may hurt their feeling and sentiments. This in the long-run leads to conflict and force the members to bring no confidence motion against president. By indulging members in such type of activity will hamper the progress of development projects. The results are quite encouraging as the presidents are following both consultative decision in many aspects and self decision in some aspects.

The findings are supported by the findings of Wilkening (1952), Singh and Ramachand (1984), Ponnuswamy *et al.* (1990) and Doddahanumaiah (2005).

### 5.1.16 Risk orientation

The findings presented in Table 8a indicated that 83.87 per cent of respondents fully agree for a statement 'one should participate out of compulsion in the horticulture development programmes for upliftment of the village' followed by 51.60 per cent respondents having same opinion for the statement 'one who willing to take greater risk than average does better financially'.

It is also revealed from Table 8b that majority (44.09%) of the respondents had high risk orientation followed by 43.01 per cent presidents having medium risk orientation.

Today nothing is impossible in this world everything is possible. But, who takes risk can do better, especially, it is true in case of Panchayat Raj Institutions. Since, presidents are elected by members they used to take high risk, otherwise it is difficult to implement various rural development projects. That is the main reason why the presidents are categorized under high risk orientation.

The findings got support from the studies of Ravikumar (1995), Vedamurthy (2002), Venkataramulu (2003), Shashidhar (2004) and Doddahanumaiah (2005).

### 5.1.17 Achievement motivation

Results regarding achievement motivation of respondents are depicted in Table 9a.

It is observed from the findings that 83.87 per cent of respondents strongly agree for the statement "success brings relief for further determination and not just for pleasant feeling" followed by 58.06 per cent of them expressed same opinion for a statement "would you hesitate to undertake something that might lead to failure"?. And 51.61 per cent of them strongly agreed for the statement "How true is to say that your efforts are directed towards a goal"?. It is also revealed from Table 9b that 44.09 per cent had high achievement motivation followed by 38.71 per cent of them were categorized under low achievement motivation.

Motivation means, an inner state that energizes, activates or moves and directs human behaviour towards goals. It is need satisfying and goal seeking behaviour. Presidents of Panchayat Raj Institutions have to reach certain goals of implementation of horticulture

development programmes. They are strong, dynamic and when they succeed in some work will not keep quiet and again determine their goals towards achieving other objectives, then only the panchayat institutions run effectively. This may be the reasons that presidents were categorized under high achievement motivation in this study.

The studies have derived support from Ajaykumar (1989), Usharani (1999), Birajdar (2002), Deepak (2003) and Doddahanumaiah (2005).

## 5.2 A scale to measure the leadership pattern of presidents of Panchayat Raj Institutions

A scale was developed following the procedure outlined in the methodology chapter to measure the leadership pattern of presidents of Panchayat Raj Institutions. This scale consists of 55 items covering nine dimensions of leadership namely, communication pattern, execution skills, organizing ability, decision making, coordinating ability, directing, guidance and control, reporting and human relations skill. The number of items under each dimension range from 4 to 8. The scale had 5 point response continuum to measure the leadership pattern along a broad response range namely 'always', 'usually', 'sometimes', 'rarely' and 'never bothers', to categorically identify the leadership pattern of presidents. Further, the scale was tested for its reliability, validity and internal consistency and was found to be reliable, valid and internally consistent. Therefore it could be said that the scale correctly measures the leadership pattern of the presidents of Panchayat Raj Institutions to a maximum precision possible and yields consistent results when used on different occasions involving the same or different subjects. The dimensions covered by this scale basically represented management functions, policies, procedures of the three tier panchayat raj system *i.e.*, Zilla panchayat, Taluk panchayat and Gram panchayat at District, Taluk and Village level respectively. Hence, the same scale can be used to measure the leadership pattern at different levels with different organizations/statutory institutions like Agriculture, Forestry, Fisheries, Sericulture departments, Rural development institutions, Non Government organizations and also other different development institutions with suitable modifications in the wordings of items under different dimensions of leadership, if felt necessary.

### 5.2.1 Overall leadership pattern of presidents of Panchayat Raj Institutions

The findings presented in Table 10 revealed that of the democratic type over half (52.69%) of presidents followed consultative pattern, followed by 34.41 per cent of them followed participative pattern. In case of non-democratic type, 8.60 per cent of respondents were autocratic, followed by 4.30 per cent of them followed laissez-faire pattern of leadership.

An optimistic interpretation of the results of the table would imply that most of the presidents (87.10 %) exhibited democratic type, following consultative (52.69%) and participative (34.41%) pattern of leadership in executing all the management dimensions.

It has been found that leadership pattern can be evolved on the basis of degree of dominance, control, guidance and influence over the followers in terms of several socio-personal and psychological characteristics. Besides that based on the degree of control over others the leadership pattern have been categorized as autocratic leaders, democratic leaders and laissez-faire leaders.

Panchayat raj institutions are the statutory organizations and work through well defined rules, procedures fixed by the state government. They are working under three tier system *i.e.*, zilla panchayat, at district level, Taluk panchayat, at taluk level and Gram panchayat at grass root level. All the development departments are working under panchayats and work in co-ordination for agriculture, horticulture and rural development and especially Gram panchayat had more direct face to face contact with the rural people. The elected functionaries were more familiar with the problems of village people. The changes brought are not tangible and are not easily manifested in short run. Thus it largely depend on the managerial wisdom of presidents of Panchayat Raj Institutions to provide leadership and motivate the members elected to their panchayats to involve them effectively, in the horticulture development process. Taking into consideration all the above aspects the presidents who are friendly, easily approachable and show interest in others in getting the things done in their favour, half of the president might have felt it necessary to practice the consultative pattern of leadership. The presidents elected to various Panchayat Raj

Institutions might have consulted their respective panchayat members before taking any decision regarding agriculture and horticulture development.

In the study, one third of presidents exhibited participative type of leadership. The major decisions involving the horticulture department while selecting beneficiaries for giving subsidy component under National Horticultural Mission, for purchase of seedlings, drip irrigation, organizing demonstrations, preparation of contingent plans etc needs presidents of Panchayat Raj Institutions to exhibit participative leadership pattern to involve all the beneficiaries and members of panchayat in horticulture development aspects.

Very few presidents of Panchayat Raj Institutions (8.60%) had exhibited autocratic pattern of leadership. When the panchayat members and concerned officials were not acting according to the president expectation in selection of beneficiaries for horticulture development work, they must have used their authority vested in them by giving warning, issue show cause notice in achieving targets. This might be the reason why few of them exhibited autocratic leadership pattern.

It is not uncommon in any organization to find few people disinterested in their duties and leaving things to happen in their way. The Panchayat Raj Institutions are also not exception to this as only 4.30 per cent of the presidents are of laissez-faire type. The presidents of such nature are happy go lucky type and do not take the responsibility and botheration for accomplishing tasks and depend largely on vice-presidents, members and officials for everything. This may be the reason that they fall under laissez-faire pattern of leadership.

The above findings are supported by the findings of Choudhary (1981), Ansari (1990), Lynne *et al.* (2000). Whereas, the findings of Muthayya (1971) differed and reported that 51.50 per cent of village leaders were autocratic and 43.30 per cent were democratic in their attitude, but they had faith in people. So, he inferred that these autocratic leaders may be characterized as benevolent autocrats.

### 5.2.2 Gender-wise leadership pattern of presidents of Panchayat Raj Institutions

A close look of the findings depicted in Table 11 indicated that under democratic type 30.10 and 22.58 per cent of male and female respondents, respectively, exhibited consultative pattern of leadership followed by 21.50 and 12.90 per cent of male and female presidents, respectively categorized as following participative pattern of leadership.

Of the non-democratic type only 7.53 and 1.07 per cent of male and female leaders respectively, exhibited autocratic pattern followed by only 2.15 per cent each of the male and female presidents, respectively were grouped under laissez-faire pattern of leadership.

From the above findings, it could be concluded that both male and female leaders are following democratic approach using both participative and consultative pattern of leadership with which the democratic institutions run smoothly upto the expectation of the people. On the other hand, in the non-democratic type male presidents have out numbered in autocratic style than their female counterparts. This may be due to male dominates in their act of leadership and female leaders by nature are smooth, would like to solve problems through negotiations.

The above findings were in contradictory with the findings of Datta *et al.* (2001), who highlighted the positive images of leadership have been acknowledged by the grass root level of society and marked difference in the performance of female leadership in comparison with the male leadership style. Whereas, Sarkar and Adhikary (1998) reported that most of the women leaders belonged to low socio-economic status, relatively higher political knowledge than that of male leaders in the panchayat. Whereas, Mulay (1974) also differed in his opinion and found that there was no female leadership pattern existing in the society and the opinion leadership was polymorphic.

### 5.2.3 Dimension wise leadership pattern of presidents of Panchayat Raj Institutions

The findings presented in Table 12 revealed the leadership pattern practiced by presidents of Panchayat Raj Institutions in carrying out management functions for horticulture

development. The results are interpreted and discussed under the following leadership dimensions.

#### 5.2.3.1 Communication pattern

Over half of the respondents (53.76%) were categorized under participative pattern, followed by 33.33 per cent were under consultative in their communication pattern. Further, 7.52 per cent of the respondents were of laissez-faire type followed by only 5.38 per cent with autocratic communication pattern.

The probable reason attributed to the presidents following participative communication pattern may be justified by the fact that they will be presiding over general body meetings involving all the development departments. During such meetings, the presidents need to clearly communicate the guidelines, procedures and methods of horticulture development programmes to members. For this, they have to be participative in communication tasks, hence more percentage of presidents fall under participative communication pattern.

One-third of presidents of Panchayat Raj Institutions were categorized under consultative in their communication tasks. Normally presidents have and shall keep always approachable, friendly and cordial relationship with members in clarifying the guidelines, procedures and methods concerned to horticulture development programmes. This kind of behaviour facilitates two way communication between presidents members and officials which creates better understanding of each other and helps to achieve the targets. This might be the reason for above findings.

Very few presidents of Panchayat Raj Institutions were categorized as autocratic and laissez-faire in doing their communication tasks. Presidents while achieving the targets, such as, in selecting beneficiaries, sending progress reports, target achievement of various rural development programmes, direct the concerned for getting the work done. This might be the reason that 5.38 per cent of presidents have used autocratic communication pattern. A few (7.52%) of respondents were laissez-faire in their act of communication about the guidelines, procedures and methods of horticulture development programmes to members.

#### 5.2.3.2 Execution skills

It is clear from the results that over one third (38.71%) and half (50.54%) of the respondents were categorized under participative and consultative pattern of leadership, respectively. While only 9.68 per cent and 4.30 per cent of them were under autocratic and laissez-faire pattern of leadership, respectively.

At each level of Panchayat Raj Institutions viz., Zilla panchayat, Taluk panchayat and Gram panchayat presidents are responsible for the execution of various rural development programmes, so also the target achievements of horticulture development programmes. Various physical and financial achievements of rural development programmes calls for effective leadership skills of presidents. The panchayat raj institutions are the local self help governments and the presidents should motivate and guide the members, officials of Panchayat Raj Institutions for efficient and successful implementation of horticulture development programmes involving farmers under the guidance of horticulture extension personnel. This can be best achieved through following consultative pattern of leadership. Hence the 2/3<sup>rd</sup> of presidents of Panchayat Raj Institutions were democratic in their approach. Further the Table indicate that only 9.68 per cent of presidents were following autocratic pattern while executing skills in panchayats. The Panchayat Raj Institutions is the biggest organization and has many target oriented, tasks besides presiding over several committee meetings of different development departments. Due to overload the presidents must have followed autocratic pattern to make sure that the targets are achieved and overcome the burden of work. So also 4.30 per cent presidents were following laissez-faire pattern. This may be due to carelessness in assigning the task to others.

#### 5.2.3.3 Organizing ability

The results revealed that 29.03 per cent and 46.24 per cent of presidents were categorized under participative and consultative type respectively under democratic pattern whereas, under non democratic type 13.98 per cent and 10.75 per cent respondents were of autocratic and laissez-faire type respectively.

The probable reasons may be the president has to organize various activities in a phased manner and during that they will see the capabilities of panchayat members and allot achievable targets to each of the members. There lies the ability to organize events, meetings, programmes by following consultative pattern. But, in the study area few presidents have followed non-democratic type, this may be due to the fact that presidents are doubling the capabilities of members and assigning works in such a way that they are overloaded with too many tasks.

#### 5.2.3.4 Decision making

The results revealed that the decision making pattern of presidents were participative and consultative types by 34.41 and 45.16 per cent respectively, whereas under non democratic type of leadership 18.28 and 2.15 per cent respondents were of autocratic and laissez-faire type, respectively in taking decisions.

In Panchayat Raj Institutions the major role of the presidents is to make policy decisions For this they have to involve themselves in making decision and also other members concerned. So also the decisions made by them have to be rational, clear and achievable ones. For this, they have to follow more of consultative and participative leadership pattern hence the above results support that over 2/3<sup>rd</sup> of presidents were following democratic method in decision making.

Under certain situations, the presidents as per the direction of higher ups have to respond immediately and make decisions without consulting anybody which might have led confusion among members. This may be the reason for 1/5<sup>th</sup> of the presidents to follow non-democratic method of decision making.

#### 5.2.3.5 Co-ordinating ability

The leadership pattern followed in co-ordinating ability the efforts of the presidents in getting the task done were participative and consultative types by 40.86 and 39.78 per cent respectively. Whereas, 10.75 and 8.60 per cent of them were of autocratic and laissez-faire type in their attempt of co-coordinating ability, respectively.

The plausible reasons attributed for the above findings may be that presidents while taking decisions regarding horticulture developments, they should have better coordination, since horticulture development includes the efforts of various institutions, departments, agencies for inputs, equipments, plant protection chemicals, credit and marketing activities, Hence coordinating various tasks demand cooperation and coordinating skills. Hence, the presidents under the democratic style must have used their wisdom for proper coordination ability for overall horticulture development activity.

#### 5.2.3.6 Directing

Of the democratic style 36.56 per cent and 44.08 per cent of the respondents exhibited participative and consultative pattern of leadership respectively in guiding their members to accomplish organizational tasks. For 12.90 and 6.45 per cent of the respondents, it was autocratic and laissez-faire types, respectively.

Panchayat leaders are responsible for implementing several programmes, targets, tasks and responsibilities among many. One of the tasks is implementation of horticulture development programmes. For this, presidents have provided proper leadership in accomplishment of task and achieving horticulture development targets. They have also made field inspections along with members to guide the officials in charge and beneficiaries. For this, majority of presidents have followed democratic approach in providing directions.

For such of the work which have physical and financial targets, the presidents should use punitive, more directive and less considerative type. Hence remaining respondents have exhibited non-democratic type of leadership.

#### 5.2.3.7 Guidance and control

The leadership pattern of presidents in their task of guidance and control were participative and consultative types by 31.18 per cent and 48.39 per cent respectively. Whereas, 11.83 per cent and 8.60 per cent of respondents are of autocratic and laissez-faire type, respectively in their methods of guidance and control.

From the above results, it could be inferred that the respondents occupied crucial management positions at zilla panchayat, taluk panchayat and gram panchayat level having the responsibility of guiding the work undertaken by various development departments coming under their jurisdiction. While, doing so the presidents followed percentage of checks assigned and guided the erring members, while implementing horticulture development work. To achieve this, presidents might have followed more of consultative approach followed by participative approach. Thus, the finding that considerably a higher percentage of presidents (48.39%) using consultative approach could be justified. Presidents also want to show to the people of their constituency the tangible work targets achieved for horticulture development and ultimately overall development of people through which they can be in power and further establish in the political field.

Only 11.83 per cent of presidents were autocratic in their guidance and control tasks. The respondents under this category might be particular in providing feedback information on the task accomplished and also they might be short tempered and blame members. This might be the reason that the presidents have followed autocratic type of leadership in their task of guidance and control practiced.

#### 5.2.3.8 Reporting

From the results under the reporting function of leadership behaviour of presidents 49.46 and 36.56 per cent were categorized as participative and consultative type respectively. Of the non democratic type 8.60 and 5.38 per cent of them were grouped under autocratic and laissez-faire type, respectively.

It could be seen that the respondents are making use of models of other similar kind of projects while reporting the results pertaining to horticulture development and the reporting function is being done by the official machinery of panchayats. The presidents by exhibiting democratic style ask for the reports from the concerned and maintain the same to be presented in the meetings.

For non-democratic type of leadership, the presidents reported that they never care to identify the mistakes committed by members and also some have insisted false reports on member's activities. This might have led the presidents to exhibit autocratic pattern of leadership.

#### 5.2.3.9 Human relations skill

The findings revealed that 59.14 and 22.58 per cent of presidents were categorized as participative and consultative type, respectively, in their actions pertaining to keeping good human relations skill, while 10.75 and 7.52 per cent of them were grouped under autocratic and laissez-faire respectively in their act of human relations skill.

Real skill in working with others must become a natural, continuous activity, since it involves sensitivity not only at times of decision making but also in the day today behaviour of the individual. The findings brought interesting feature that the presidents have encouraged the members at all levels to think independently and contribute for horticulture development. They have also revealed that they have safeguarded members in front of others and advised them in private. Besides, they better defended the action taken by the members in implementing the horticulture development projects. Hence, more than 3/4<sup>th</sup> of respondents have practiced participative and consultative type of leadership pattern in maintaining better human relations skill.

From the above findings on the dimensions of leadership pattern of the respondents, it can be concluded that leaders establish direction by developing a vision, communicate successfully and empower the followers through large scale exposure, effective group organization, public decision making, policy development, programme execution, strategy setting, directing, procedure development and problem solving and above all leaders should develop the art of maintaining good human relation skill which will go a long way for overall development and further they act as an engine for rural upliftment.

The above findings were supported by the findings of Cover (1965), Srivastav (1965), Langone (1992), Muthaiah and Somasundaram (1993), Greger and Peterson (2000), Robbins (2004) and Tackie *et al.* (2004).

### 5.3 Knowledge level of presidents of Panchayat Raj Institutions about Horticulture development

Findings of Table 13a showed that most of the elected leaders had the knowledge about horticulture development. Majority of them had the knowledge about subsidy component (90.32%), followed by National Horticulture Mission (86.02%), procurement of seedlings (84.95%), package of practices (77.42%), organic horticulture (62.36%), export of horticulture produce (54.84%). About one-third of the respondents had knowledge about post-harvest technology and processing (41.93%), horticulture training (36.56%) and knowledge about cultivation of medicinal and aromatic plants (32.26%).

Further, the findings presented in Table 13b about overall knowledge level of leaders about horticulture development revealed that majority (56.98%) of respondents had medium knowledge level followed by 24.72 per cent of them had high knowledge about horticulture development.

Agriculture and Horticulture forms a major component of rural economy and unless this is improved, the expected rural development cannot be achieved, since most of the presidents of Panchayat Raj Institutions were from the farming families and also holding the chairpersons of zilla, taluk and gram panchayats as well as having relatively good educational background. Since, they themselves were cultivators naturally they had good knowledge about horticulture development. Being presidents they will be having continuous interaction with different level functionaries in the horticulture development. Further, an intensive propagation of horticulture innovations by the concerned experts and grassroot level extension agents might have made them to acquire knowledge about horticulture development. In view of their own experience of the problems relating to horticulture activities might have made them to know more about horticulture development.

The studies have gained support from the findings of Shivaramu and channegowda (1991), Mahadik (1995), Shantasheela (2002), Mankar (2003) and Doddahanumaiah (2005).

### 5.4 Association between selected characteristics of presidents of Panchayat Raj Institutions with their leadership pattern

For finding the association of the independent variables with the dependent variable, correlation coefficients ( $r$ ) were worked out. To make comparison between male and female leaders with selected personal characteristics of variables with the dependent variable discriminate function *i.e.* two sample 'Z' test was used. To find out the functional relationship of the dependent variable regression analysis was worked out. Further, the path coefficient was calculated for knowing the direct, indirect and substantial indirect effect of independent variables on dependent variable.

#### A. Coefficient of correlation

The data presented in Table 14 showed that out of 15 independent variables, education, annual income, social participation, extension participation, mass media participation, decision making ability, risk orientation and achievement motivation were positively and significantly correlated with the leadership pattern of the presidents of Panchayat Raj Institutions. While other variables such as age, caste, family size, land holding, family occupation and cosmopolitaness did not have significant impact on the leadership pattern of the presidents of Panchayat Raj Institutions.

The dependent variables having significant association with leadership pattern have been discussed under the following headings.

#### 5.4.1 Education and leadership pattern

The relationship between education and leadership pattern of respondents about horticulture development was positively significant. It implied that there was a relationship between education and their leadership pattern. Formal education plays vital role in acquisition and understanding of the various complex situations wherein the presidents of Panchayat Raj Institutions has to deal with day today work, education widens the horizons of the individuals to understand such complex situations and helps to deal effectively. Further, it also helps to coordinate efforts to achieve organizational goals. Thus in the present study,

education was found to be positive and significant with the leadership pattern of the respondents.

The above findings are supported by the findings from Thombare (1976), Meher and Patil (1984), Kubde *et al.* (1990), Mohanty (2005), whereas non-significant results were observed from the findings of Intodia and Shaktawat (1980) and Mahadik (1995).

#### 5.4.2 Annual income and leadership pattern

Annual income is an important component in determining the socio-economic status of an individual and this status has influence on leadership pattern. Hence, in the present study also annual income was significantly associated with the leadership pattern of the respondents.

The plausible reasons for above finding may be that the political parties will issue tickets to those who are economically sound and can spend money to win the elections. And from the deprived sections of society for which constitution has made provision to contest, from among them also, who are wealthy will be given tickets to contest the panchayat elections. Political parties will also choose candidates who are also having leadership qualities and can influence and motivate the people. Leadership skill and income together play vital role for a candidate to gain entry in to the local governments. The above findings are inline with the findings of Kadam and Valunj (1982), Abraham (1993), Shantha (2002), Kuraria (1997) and Mohanty (2005) were found to have non-significant association with annual income of the respondents.

#### 5.4.3 Social participation and leadership pattern

Social participation of the presidents of Panchayat Raj Institutions had positive and significant relationship with the leadership pattern. This might be due to the fact that involvement of presidents in social organizations either as member or office bearer in one or more organizations. These respondents might be exposed well in the social issues because they come in contact with more people. These people were more familiar with the existing problem in the villages and focus their attention on identifying, prioritizing and finding appropriate solutions for the problem.

The significant relationship between social participation and leadership pattern is supported by the findings of Kubde *et al.* (1990), Bipate (1997), Jadhav (2002), Mankar (2003), Doddahanumaiah (2005) and Mohanty (2005). Whereas, the findings from Bhosale (1997) revealed non-significant association with the Social participation of gram panchayat members.

#### 5.4.4 Extension participation and Leadership pattern

A highly significant relationship was observed between extension participation and leadership pattern. It indicated that presidents got involved in all the extension activities organized by the agriculture and horticulture departments and Extension Education Units / Krishi Vigyan Kendras of the University. Being presidents, they will be invited as chief guests to inaugurate the field day, training programmes, demonstrations *etc.* by this way, they get more exposure and knowledge by participating in different extension activities. Thus has bearing on their leadership behaviour.

The above finding was in conformity with the findings of Bhosale (1997), Gajre (1997), Salunke (2002), Mankar (2003).

#### 5.4.5 Mass media participation

The findings revealed that there was positive and significant relationship between mass media participation and leadership pattern.

The mass media were mainly used to update their knowledge to know the new programmes announced by the government and happenings in and around them. Hence, in the study area, respondents were more exposed towards various mass media sources like newspapers, magazines, television *etc.* which has significantly contributed towards enhancing leadership capability of the respondents.

The above findings were supported by the findings of Durake (1987), Fulzele (1996), Shantha sheela (2002), Mankar (2003) and Mohanty (2005), whereas Mahadik (1995) and Kalakannavar (1997). These studies have shown non-significant association with mass media participation of respondents.

#### 5.4.6 Value orientation and leadership pattern

Value orientation had significant impact on leadership pattern of the respondents at five per cent level of probability. The reason might be due to the fact that the presidents are more scientific, liberal, cosmopolite and had high aspirations, which are essential qualities of efficient leaders, hence the significant impact.

#### 5.4.7 Decision making ability and leadership pattern

There is highly significant relationship between decision making ability with the leadership pattern. Decision making is one of the management function and the respondents are major decision makers on various aspects including horticulture development. Hence, findings are most encouraging.

The study conducted by Doddahanumaiah (2005) has also shown significant relationship of decision making ability with leadership pattern of respondents.

#### 5.4.8 Risk orientation and leadership pattern

It is revealed from the findings that a highly positive and significant relation between the risk orientation and leadership pattern. To become successful leader one should take calculated risk. Accordingly the presidents have taken high risks, whenever the situation warranted, hence there is a significant impact on the risk orientation and leadership pattern.

The above findings were similar to the findings of Doddahanumaiah (2005) and Mohanty (2005).

#### 5.4.9 Achievement motivation and leadership pattern

Findings revealed that achievement motivation had highly significant relationship with the leadership pattern of the respondents. It may due to higher achievement motivation of presidents to achieve certain position in PRI requires higher leadership qualities, more number of respondents are highly democratic in their approach and had set moderately difficult goal and preferred to take moral responsibility for getting the work done, hence the highly significant trend was observed. Study conducted by Doddahanumaiah (2005) has also supported the above findings.

#### 5.4.10 Contribution of independent variables (Regression analysis) towards the leadership pattern of the respondents

It was clear from the results of regression analysis presented in Table 15 that majority of the independent variables considered in the study together exerted significant influence on the leadership pattern of the respondents. An analysis of coefficient of total variation (0.704) in the leadership pattern of presidents of Panchayat Raj Institutions was together explained by the independent variables considered by multiple regression analysis. The remaining variation was, thus due to the other unidentified factors not considered in the study.

The results presented in the table also pointed out that the variables like education, social participation, extension participation, mass media participation, value orientation, decision making ability, risk orientation and achievement motivation are crucial factors in deciding the leadership pattern of the respondents. The presidents of the Panchayat Raj Institutions with higher education, social participation, extension participation, mass media participation and decision making ability contributed largely with the leadership pattern.

#### 5.4.11 Path coefficients showing direct, total indirect and substantial indirect effects of independent variables on the dependent variable leadership pattern

A close perusal of results presented in Table 16 revealed that the direct effects of as many as eleven independent variables were positive, while the remaining five variables had negative direct effect on the leadership pattern of the respondents. Among the variables

whose direct effects were positive. Cosmopolitaness caused the maximum direct effect (0.620) followed by social participation (0.432), mass media participation (0.389), risk orientation (0.384), annual income (0.323), achievement motivation (0.278), extension participation (0.256), education (0.229), value orientation (0.223) and decision making ability (0.29).

The variables *viz.*, family occupation (-0.213), caste (-0.206), land holding (-0.109), age (-0.108) and family size (-0.03) exerted highest negative direct effects on the leadership pattern of the respondents. Of these, the variable education had higher positive total indirect effect (0.196). The influences of these variables were more due to their indirect effect channeled through other independent variables, mainly through cosmopolitaness, social participation and also due to the similar effects the other variables caused on the leadership pattern of presidents of Panchayat Raj Institutions through these variables.

An analysis of the results of table pertaining to the substantial indirect effects of independent variables on the leadership pattern of the respondents revealed that the variable extension participation accounted for channeling maximum number (7) of substantial indirect effects of other variables on leadership pattern. Achievement motivation was responsible for routing six such effects, while education had five and risk orientation had four substantial indirect effects. The variables annual income, political participation, mass media participation and value orientation had two each substantial indirect effect. One each substantial indirect effect was noticed in variables family size and land holding. In a nutshell, it could be implied from the above results that the variables extension participation, achievement motivation, education and risk orientation emerged as the most crucial decisive variables in influencing the leadership pattern of presidents of Panchayat Raj Institutions, as these alone were together responsible for routing as many as two thirds of the 45 possible substantial indirect effects of the other independent variables on the leadership pattern of the respondents.

Hence, based on the comprehensive examination of the contents of Table 16, it could be inferred that the variables education, extension participation, risk orientation and achievement motivation of respondents were the most important, crucial and decisive factors in influencing the leadership pattern, because of the appreciable direct, total indirect and substantial indirect effects of all these variables had on the leadership pattern.

#### 5.4.12 Characteristics which discriminate leadership pattern of male and female presidents of Panchayat Raj Institutions

The discriminant function analysis was carried out to see if the leadership pattern of presidents could be effectively discriminated based on all the independent variables studied and also to quantify the extent of contribution made by each of these variables towards the total discrimination of male and female presidents.

The results presented in Table 17a, clearly revealed that all the 16 independent variables together could significantly discriminate the male and female leadership pattern of respondents, as revealed by the significant  $D^2$  value (6.85) tested for its significance using the corresponding 'F' value (12.60). It implied that all the 16 independent variables of the study were together responsible for discriminating the male and female leadership pattern of presidents of Panchayat Raj Institutions.

A close look of the Table 17b has revealed that female to female discrimination was 63.90 per cent followed by, it was 36.10 per cent for female to male discrimination. On the other hand, the discriminant function between male to male was 70.20 per cent and it was 29.80 per cent between male to female discrimination.

Although, the presidents were female, they acted like their male counterparts in performing their duties as head of panchayat and it is observed from findings that 29.80 per cent of male presidents, their role performance is like a female president.

Eagly and Johnson (1990) found that female leaders were slightly more likely to adopt a democratic style than male leaders in their role performance. The effectiveness in case of female leaders was found to be more in executing the development programmes in villages. In another study conducted by Eagly *et al.* (1992) revealed that female leaders received lower ratings than male leaders, even if their role performance was identical.

## 5.5 Suggestions of presidents for effective performance of Panchayat Raj Institutions

The findings presented in Table 18 revealed that providing area and population based and regular allotment of funds to panchayats was suggested by majority (91.40%) of presidents and was ranked first, followed by providing proper training to newly elected members and office bearers regarding their roles and responsibilities by 83.87 per cent of respondents which ranked second and giving importance to the suggestions/opinions of people (80.65%) ranked third. The other important suggestions made by the presidents for effective performance of Panchayat Raj Institutions included are the development schemes were undermined due to scarcity of funds (73.11), making people aware of the resources and limitations of panchayats (67.74%), non-selfishness and proper perception of village problems by panchayats (66.66%), bringing awareness and involvement of people for maintenance of community assets (61.29%), elected representatives and local leaders should motivate people for co-operation (58.06%), selection and implementation of viable and need based horticulture development projects (55.91%) and social organizations be activated in village and involvement of local organizations for supervision (51.61%).

For any development activity to take place there is need for funds, most of the times government allots equal funds to all the panchayats. But some panchayats have wider coverage with many problems in villages. Hence majority of the presidents have suggested for providing area and population based and regular allotment of funds to panchayat and was ranked first.

Training is an important component for developing the managerial ability of the presidents. Majority of the respondents contacted were not aware of their roles and responsibilities, then how come they can take decisions to solve the problems? Hence proper training to newly elected members and office bearers was suggested by 83.37 per cent respondents and was ranked second.

Third and most important suggestion offered by presidents was giving importance to the suggestions/opinions of people by more than 2/3<sup>rd</sup> respondents. Panchayats are elected bodies and representatives were directly elected by people. If presidents do not listen to the grievances, opinion, suggestions of people then their continuation will become difficult. Hence majority of them had given much importance to this suggestion.

The success of the panchayats as a development organization shall depend on the extent to which it can involve different sections of village people, arrange production inputs and services, create and maintain infrastructural facilities generate employment and income, improve the quality of rural life, facilitate peoples education, maintain proper resource inventory for each gram panchayat (40.86%) and remain accountable to the people.

One of the most important suggestions concerning to the study, made by president was, the selection and implementation of viable and need oriented horticulture development project (55.91%). This is mainly due to the fact that presidents have knowledge about different components of horticulture development. They are very much keen and interested in the welfare of farmers growing horticulture crops like grapes, pomegranate, banana, lime and other fruit crops.

The last suggestion offered by presidents was, more involvement of panchayats with the mass media by 19.35 per cent. The panchayats have to develop more contact with mass media, particularly the radio and television. This shall help the panchayats in bridging the gap between the panchayat and the people.

The above findings were in line with the findings suggested by Babureddy (1982), Gajre (1997), Kamble (1998), Patil (1999), Mankar (2003) and Doddahanumaiah (2005).

## 5.6 Empirical model

The salient findings of the study are depicted in the empirical model of the study which is diagrammatically portrayed in Fig. 23. Since, the empirical model is self explanatory, the elaboration of the same was not done in order to avoid repetition of discussion in this regard.

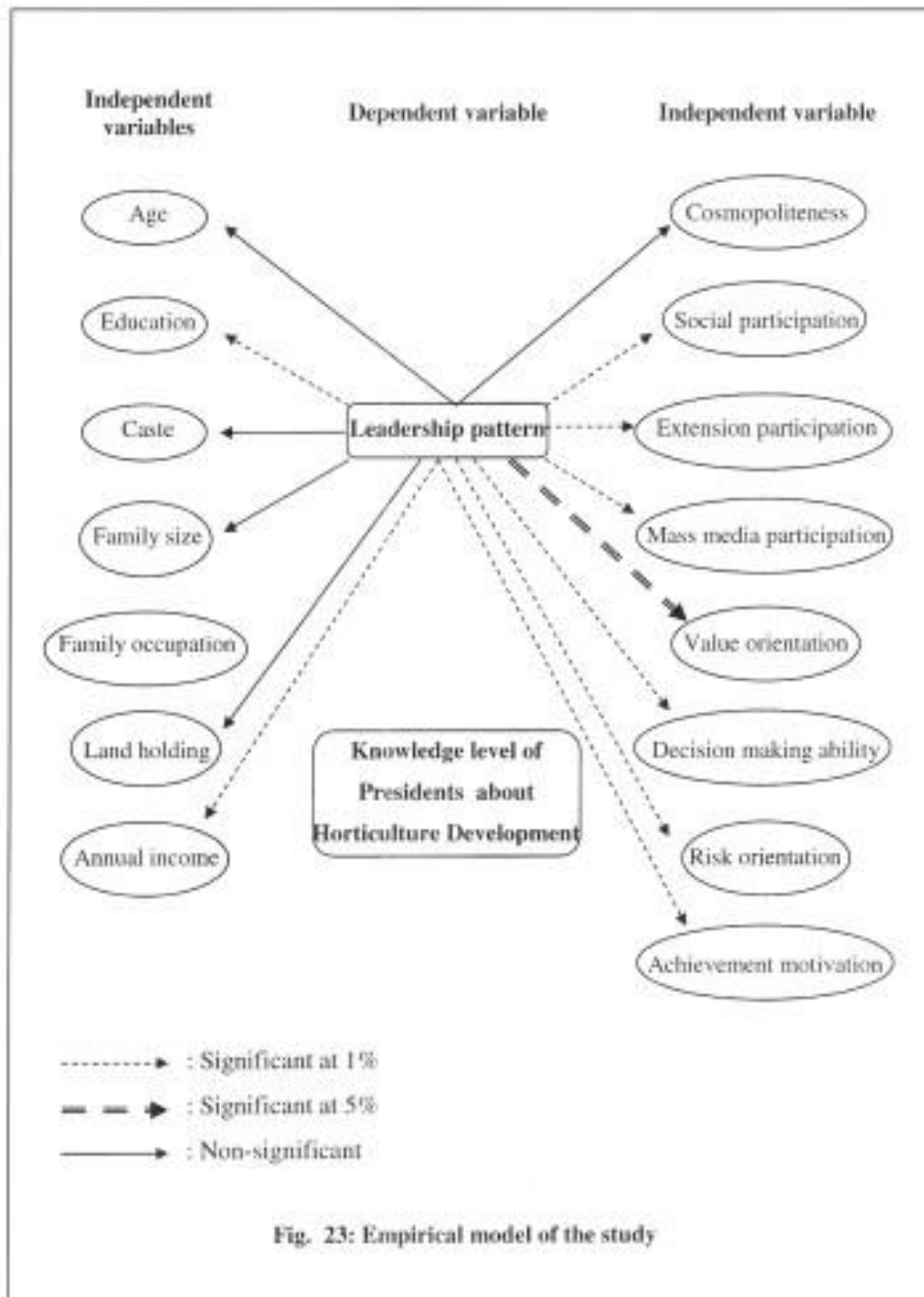


Fig. 23: Empirical model of the study

## 6. SUMMARY AND POLICY IMPLICATIONS

Decentralization, the existing boon of the seventy third Amendment Act of Indian Constitution (1992) has an intrinsic value in Indian democracy. The concept of democratic decentralization ingrained in the community development programme was expected to provide the positive pattern for building up the structure of Panchayat Raj bodies functioning at the village, taluk and district level. The effective decentralization looks for the scrutinized functioning of the Panchayat Raj Institutions of these three tier level, which has now reached a plateau. Decentralization stimulate the local authorities with certain power and functions such as control over policy, resources and people, thereby bringing effective peoples participation in decision making, implementation and sharing of benefits of development programmes.

Leaders play an important role in moulding social, economic and political life of the people. They may also be required to promote re-orientation of out look of the people and the acceptance of new values and mobilize them for economic process. Leaders are expected to take decisions on critical socio-economic issues and to ensure that appropriate executive action follows. In the past the type of leaders which were in existence are traditional, co-operative, functional, situational and opinion leaders in performing the roles in maintaining the social order and harmony, in addition, playing various roles and responsibilities.

Leadership acts as a motivational catalyst which unlocks the lock and swings open the door to the development in the society. It is tempting to note that the vitality and scope of any agriculture, horticulture and rural development programme depends on strong local leaders who are imbued with a sense of social responsibility. They act as the catalyst for group action and also serve as spokesman of the needs and aspirations of their groups, act as facilitators in co-ordinating the efforts of development departments to bring in socio-economic development. The leaders are bringing change in rural scenario through their concerted efforts following their own pattern and style of leadership. However, there are hardly any studies on the type or pattern of leadership followed and the traits that influence the leadership especially in horticulture development. Thus, present study entitled "Leadership behavior of presidents of Panchayat Raj Institutions for horticulture development in Bijapur district of Karnataka" focuses on the leadership aspects and attempts to examine the importance of rural leaders and their knowledge level, identifying interactive relationship between leaders and socio-personal profiles with their leadership pattern. Therefore, the present study has been undertaken with the following specific objectives.

1. To study the profile of presidents of Panchayat Raj Institutions.
2. To study the leadership pattern of presidents of Panchayat Raj Institutions.
3. To know the knowledge level of presidents of Panchayat Raj Institutions about Horticulture development.
4. To find out the relationship between the selected characteristics of presidents of Panchayat Raj Institutions with the leadership pattern, and
5. To elicit the suggestions for better performance of Panchayat Raj Institutions.

The present study was conducted in Bijapur district of Karnataka. Out of five taluks, Bijapur and Indi taluks were selected for the study. The presidents of zilla panchayat, two taluk panchayat presidents and 46 Gram panchayat presidents from Bijapur and 44 Gram presidents from Indi taluk. Thus the sample size constituted 93 respondents.

### Salient findings

#### Profile of leaders

- Majority of the presidents belonged to middle age group (52.68%) followed by young (27.95%), had education up to primary school (36.56%), followed by High school (26.88%), Middle school (17.20%), Graduate (4.30%). Over one third each belonged to other backward castes and SC/ST followed by 31.18% belonging to General category. Majority (80.00%) of the respondents were married and only 16.13 per cent were unmarried.

- Large percentage (66.67%) of the presidents belong to nuclear family type followed by 33.33 per cent from joint family. Majority (57.00%) respondents belong to small family size followed by 40.90 per cent were from medium family size.
- Large majority (64.52%) of the respondents, family occupation was agriculture followed by business (18.28%), wage earner (11.83%). A majority (45.16%) of the leaders were under large farmers category followed by 36.56 per cent were having medium land holdings. The annual income of the respondents was categorized as low (38.70%), followed by medium income level (35.50%).
- Presidents mostly involved in all kinds of social activities, 39.78 per cent of them had medium followed by 35.48 per cent with high social participation. A considerable percentage (40.86% and 30.11%) of respondents had medium and high extension participation respectively. It was revealed that, 43.01 per cent of presidents had mass media participation followed by 23.66 per cent and 33.33 per cent having low and high mass media participation respectively.
- Majority of the respondents were cosmopolite, scientific, liberal and having higher aspirations with regard to their value orientation. A large number of leaders (61.30%) belong to high cosmopolite, followed by 32.25 per cent medium cosmopolite.
- Majority of the leaders (51.62%) had high decision making ability, followed by 27.95 per cent medium decision making ability. Maximum number of leaders (44.09%) had high and 43.01 per cent had medium risk orientation. Majority of presidents had high achievement motivation (44.09%) followed by 38.71 per cent low achievement motivation.

#### Leadership pattern scale and leadership pattern of presidents

- A scale was developed to measure the leadership pattern of presidents of Panchayat Raj Institutions. Nine dimensions of leadership were included namely communication pattern, execution skills, organizing ability, decision making, co-ordinating ability, directing, guidance and control, reporting and human relations skills. Further the scale was standardized by establishing its reliability, validity and internal consistency.
- Majority of the leaders were Democratic in their style of functioning with consultative type (52.69%), followed by non democratic with autocratic style (8.60%) of functioning.
- Dimension wise leadership pattern of presidents revealed that the dimensions, communication pattern, co-ordinating ability, reporting, human relation skills were more participative followed by consultative style of functioning. For execution skills, organizing ability, decision making, directing, guidance and control dimensions leaders exercised consultative type followed by participative style.

#### Knowledge level of presidents of Panchayat Raj Institutions about horticulture development

- Large majority of the presidents (90.32%) had knowledge about subsidy component followed by National Horticulture Mission (86.02%), Procurement of Horticulture seedlings (84.95%), Package of practices (77.42%), Horticulture training (36.56%). Organic farming in Horticulture (62.36%).
- Overall knowledge of presidents about Horticulture development revealed that 56.98 per cent had medium knowledge followed by 24.72 per cent with high knowledge level.

#### Association between the selected characteristics of the presidents and their leadership pattern

##### Correlation analysis

A positive and significant relationship existed between leadership pattern of presidents and some selected characteristics like education, annual income, social participation, extension participation, mass media participation, decision making ability, risk

orientation and achievement motivation. The variable value orientation had significant impact on leadership pattern of the respondents. The other variables like Age, Caste, Family size, Land holding, Family occupation did not have any impact on the leadership pattern of the presidents.

#### Regression analysis

As per regression analysis, the characteristics like education, social participation, extension participation, mass media participation and decision making ability had made highly positive significant contribution towards the leadership pattern of the presidents. Other variables like value orientation, risk orientation and achievement motivation also had significantly contributed to the leadership pattern of panchayat leaders. Whereas variables like age, caste, family size, land holding, annual income, family occupation and cosmopolitaness did not have any impact on the leadership pattern of the respondents.

#### Path analysis

The path analysis revealed that the variables social participation, mass media participation, risk orientation, political participation, annual income, achievement motivation, extension participation, education, value orientation and decision making ability caused the highest positive direct effect on the leadership pattern of presidents. On the other hand variables such as family occupation, land holding, age, caste, family size exerted highest negative direct effects on the behaviour of presidents. On the other hand variables education, extension participation, social participation, achievement motivation, annual income, decision making ability, mass media exposure, family occupation, value orientation and risk orientation exercised higher positive total indirect effect on the presidents. Whereas, family size, land holding and age exerted highest negative total indirect effects on the leadership pattern.

Out of the total 45 substantial indirect effects studied with independent variables, highest order was passed through the variables extension participation (7), achievement motivation (6), education (5), risk orientation (4), family occupation and decision making (3 each), annual income, mass media participation and value orientation (2 each), family size and land holding (1 each).

#### Discriminant function analysis

The discriminant function analysis was carried out to see whether the leadership pattern of the presidents belonging to male and female categories could be discriminated clearly revealed that, all the 15 independent variables together could discriminate the male and female leadership pattern. Further findings with female to female discrimination indicated 63.90 per cent and it was 36.10 percent for female to male. And discrimination between male to male was 70.20 percent and it was 29.80 percent between male to female discrimination.

#### Suggestions for better performance of Panchayat Raj Institutions

Majority (91.40%) of the presidents of Panchayat Raj Institutions suggested providing area and population based and regular allotment of funds to panchayats and was ranked first, followed by providing proper training to newly elected members and office bearers regarding their roles and responsibilities by 83.87 per cent of respondents which ranked second and giving importance to the suggestions/opinions of people (80.65%) ranked third.

#### Implications and recommendations

The findings of the study opened some opportunities and challenges for the programme planners, policy makers and administrators working for the successful execution of development programmes by utilizing the leadership pattern and leadership nature in the society. The implications emerged are as followed:

The scale developed to measure the leadership pattern of presidents of Panchayat Raj Institutions in this study was found reliable, valid and internally consistent. The scale could be used to measure the leadership pattern of development organizations under similar conditions in India.

- Among the variables studied, personal and socioeconomic and psychological characteristics, the variables education, annual income, social participation, extension

participation, mass media participation, decision making ability, risk orientation and achievement motivation had significant association with the leadership pattern. These variables are to be stressed and villagers may select their leaders possessing these attributes for better performance in implementing various programmes under Horticulture Department.

- Gender-wise leadership pattern indicated that majority of the female presidents (34.40%) were democratic in their style of functioning with consultative type approach. While selecting women leaders, those having above qualities can be selected.
- The findings revealed that more than half of the respondents were democratic in their leadership pattern with consultative type and 34.41 percent were participative type. So the panchayat leaders can be selected on the basis of leadership dynamics who can shoulder the responsibility of developmental activities successfully.
- The knowledge of the elected presidents of Panchayatraj institutions on post harvest technology and processing (41.93%), horticulture training (36.56%), medicinal and aromatic plants (32.26%) and protected cultivation (26.88%) was comparatively low. Hence the above areas are to be stressed by extension agencies while designing extension training programmes.
- The suggestions offered by presidents were, providing area and population based and regular allotment of funds to panchayats (91.40%) was ranked first, followed by providing proper training to newly elected members and office bearers regarding their roles and responsibilities by 83.67% of respondents was ranked second, and giving importance to suggestions/opinions of people (80.65%) was ranked third. The suggestions made by the presidents for allotment of funds based on area and population has to be taken care by the government while preparation of state plan for panchayats. This will leads to propriety of the entire region. Further, the Ministry of Rural Development and Panchayat Raj has to arrange orientation to newly elected representatives regarding their roles and responsibilities as suggested by majority of presidents. This will leads to increase the efficiency and to know the responsibility of all for speedy implementation of development programmes.

## Avenues for future research

The present study is a very promising and enterprising one in the field of social research, which has opened up new avenues for further research in the light of the research gaps found from the present study. The following are some of the research topics which the future research work can be pursued by different budding researchers in India and abroad. These are as follows.

- An evaluative study of the leadership behaviour in the agriculture and rural development activities.
- Leadership in Panchayat Raj system in India : An analytical study.
- Empowerment of panchayat leaders through skill based training : An analytical study in the context of rural development.
- Differential emerging leadership pattern in progressive and non-progressive villages.
- Power orientation of rural leaders : A sociological comparative study in progressive and non-progressive villages.

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**Appendix I: List of scale items**  
**UNIVERSITY OF AGRICULTURAL SCIENCES, DHARWAD – 05**

**Dr. D. M. CHANDARGI**  
Professor and Head

Dept. of Agril. Extension Education  
College of Agriculture,  
Bheemarayanagudi

To,

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Dear Sir,

Mr. R. B. BELLI, inservice Ph. D. Student of this department has undertaken a study on **“Leadership Behaviour of Presidents of Panchayat Raj Institutions for Horticulture Development in Bijapur district of Karnataka”** under my guidance. In this connection, he is developing a scale to identify leadership pattern as perceived by presidents of Panchayat Raj Institutions.

To familiarize himself with all the activities of Department of Horticulture and Panchayat, he has attended the meetings at all levels and has interacted with officers of different cadets and also he has obtained first hand information on the activities/programmes and the type of communication pattern being followed. Based on the observations made he has framed statements that depict a specific leadership pattern of the president of Panchayat Raj Institutions. Some of the statements may lack theoretical orientation of the concepts of leadership pattern as the actual situation existing in the panchayats has been considered to frame the statements.

Now, our concern is to judge these statements in terms of their relevance to the leadership pattern. The judgement is sought on four point continuum *i.e.*, “highly relevant”, “relevant”, “least relevant” and “not relevant”.

Therefore, it is requested to consider each statement carefully and indicate its exact position in the appropriate column by marking (√) a tick. Based on your experience, you are at liberty to modify/add statements which you feel appropriate to depict leadership pattern.

Thanking you,

Yours faithfully

Professor and Head  
Dept. of Agril. Extension Education  
College of Agriculture,  
Bheemarayanagudi

Indicate the exact position of the following statements by marking (√) and tick in the appropriate column

Sl. No.	Statements	Highly relevant	Relevant	Least relevant	Not relevant
<b>I.</b>	<b>COMMUNICATION PATTERN</b>				
1a.	Communicates clearly the guidelines, procedures and methods of the horticulture development programmes to panchayat members				
b.	Simply pass on the guidelines of the horticulture development programme to panchayat members without any discussion on it				
c.	Never communicates the guidelines, procedures and methods of horticulture development programmes to members				
2a.	Encourage members to involve people in horticulture programmes				
b.	Coerce members to involve in all the horticulture programmes				
c.	Does not bother about farmers participation in the horticulture development programmes				
3a.	Does not give freedom to panchayat members to make suggestions				
b.	Gives little freedom to members to make suggestions				
c.	Gives all freedom to members to make any suggestion				
4a.	Always insists panchayat members on written communication irrespective of the nature of communication				
b.	Depending on the nature of information there is flexibility in types of communication				
c.	Never looks in the type of communication followed and the information communicated				

Contd....

5a.	Actively participates in discussion with pachayat members about new horticulture scheme/ programmes				
b.	Rarely participates in discussion with members about new horticulture scheme/ programmes				
c.	Never participates in the discussion with members about new horticulture development scheme/programmes				
6a.	Discourages communication amongst the members of same group to discuss the horticulture development programmes				
b.	Encourage communication amongst the members of same group/category to discuss the horticulture development programmes				
c.	Does not bother about the communication amongst members of the same group to discuss the horticulture development programmes				
7.	There is both bottom up and top down as well as diagonal (Cross way) communication encouraged in conveying the programme schedule/activities				
8.	While communicating the programme to be executed it is also insisted to note down the focal points of the contents of the message				
9.	While communicating the programme execution schedule it is cross checked in the middle to ensure the validity of the perception of message under communication				
10.	Uses supportive communication aids like models, charts etc. leading to clarity of the message under communication				
11.	Uses the quotation of live examples, success stories and learnings of other similar kind of programmes already implemented				

Contd....

II.	EXECUTION SKILLS				
1a.	He blindly accepts all the horticulture development programmes and targets without looking into availability of resources and their practicability				
b.	He accepts the horticulture development programmes and targets looking into resources and their usefulness				
c.	He simply accepts the horticulture development programmes and targets and leaves the rest to his subordinates				
2a.	He instills fear and insecurity in panchayat members while carrying out the job				
b.	He instills confidence in panchayat members while carrying out the job				
c.	He never bothers about his panchayat members as to the carrying out the job				
3a.	He takes risk if necessary while implementing the work				
b.	When problems arise he does not take risk and tries to escape				
c.	He is carefree about the problems and leaves it to panchayat members				
4a.	Always insists on to follow his decisions only whatever the matter may be				
b.	Allows to take decisions at times of contingencies while implementing				
c.	Leaves everything to panchayat members while implementing the programme				
5a.	When horticulture development programme fails he puts all blame on panchayat members				
b.	Takes equal responsibility for the failure of horticulture development programme				

Contd....

c.	Shows carefree attitude towards failure of the horticulture development programme				
6.	He cautions the possible hazards likely in execution of horticulture development programme				
7.	He gives suggestions to gear up the execution of horticulture development programmes most effectively, especially the co-ordination of resources from other sources				
8.	The execution target is fixed keeping in view the situational factors and the limitations of implementing staff				
<b>III.</b>	<b>ORGANISING ABILITY</b>				
1a.	He takes into consideration the individual's capabilities while allotting work				
b.	He always doubts the capabilities of his members				
c.	He leaves the allotment of work to panchayat members				
2a.	Assigns work according to his own will and wish and never encourage panchayat members				
b.	Considers the views of panchayat members while allotting the work of horticulture development				
c.	Takes no interest in the allotment of work				
3a.	Keeps the panchayat members in stress by fixing higher targets				
b.	Tries to reduce the stress on panchayat members and encourage them to achieve targets of reasonable levels				
c.	Do not fix the target and never asks the panchayat members about tasks accomplished				

Contd....

4a.	Assigns work in such a way that panchayat members can cope with the work				
b.	Assigns work in such a way that the panchayat members are overloaded with many tasks				
c.	Assignment of work is haphazard				
5.	While assigning the work, he also tags the member with a mentor to facilitate ongoing process				
6.	He also gives collective assignment for small unit of group				
7.	He gives individual as well as small unit group member assignments within the members of same group.				
8.	For the target related stress, he arranges certain stress relieving relaxation incentive strategies for the members.				
9.	He assigns the piecemeal responsibilities to member about horticulture development programmes				
<b>IV.</b>	<b>DECISION MAKING</b>				
1a.	Considers all alternatives while taking decision in horticulture development activities				
b.	Prejudiced in making decision with limited alternatives of his choice only				
c.	The panchayat members themselves find alternatives and take decisions				
2a.	Takes decision based on information available				
b.	Postpone decision at that time when there is no much information on hand				
c.	Do not involve himself in making decision and leaves entire thing to the concerned				

Contd....

3a.	He himself takes decision without consulting anybody				
b.	Takes decision in consultation with panchayat members				
c.	Leave the decision to be made by panchayat members				
4a.	Decisions made by him are always impracticable and unachievable				
b.	Decisions made by him are always rational, clear and achievable				
c.	Decisions made by him are not clear to himself only				
5a.	Decisions are made by keeping the tasks only				
b.	Decisions are made by keeping the tasks and individuals				
c.	Decisions are made by some individuals				
6.	Decision made is so flexible so that, it can be changed without involving any prejudices and bias				
7.	While implementing horticulture projects decisions are always based on bottom up process				
8.	He always prefers to take decision in consultation with a specialist in the respective field				
9.	He makes use of participatory techniques for making decisions				
10.	The decision is not according to the opinion of the grass root users/beneficiaries				
11.	He takes decision lacking coordination between planning, execution and evaluation stages				
12.	Most of his decisions are influenced by situational factors				

Contd....

13.	Majority of the decisions taken by President implies and reflects upon level of his self confidence				
14.	Majority of the decision taken reflects President's individual identity				
<b>V.</b>	<b>CO-ORDINATING ABILITY</b>				
1a.	Maintains cordial relations with Horticulture Department				
b.	Maintains temporary relations that too as and when situation demands with Horticulture Department				
c.	He is not at all clear about the relationship with Horticulture Department				
2a.	Keeps the local key persons at a distance and do not develop rapport				
b.	Has close relationship with local key persons				
c.	Has casual relationships with local key persons				
3a.	Maintains purely official relationship that are task specific with development departments viz., Agriculture, Sericulture, Bank etc.				
B.	Maintains official and personal relationship with the development departments				
c.	Do not maintain either official or personal relationship with development departments				
4a.	Identification of beneficiaries is done mainly by himself with least involvement of all those concerned				
b.	Involves the concerned development departments in identifying the beneficiaries				
c.	Very casual and leave it to panchayat members to follow their own way to identify beneficiaries				

Contd....

5.	He maintains working relations with the line department				
6.	Involves some other local social agency (social, political, religious NGO etc. ) for achieving the co-ordination				
7.	He encourages involvement of local informal groups for better/ effective coordination				
8.	He creates congenial atmosphere for co-ordinating factors and people for productive activities /acts/work/process				
<b>VI.</b>	<b>DIRECTING</b>				
1a.	Provides specific direction with targets to accomplish the task				
b.	Provides leadership in accomplishment of tasks and achieving targets				
c.	Takes least interest in providing directions				
2a.	Makes field inspections and instruct them to accomplish				
b.	Makes field inspection along with panchayat members to guide them to accomplish tasks				
c.	Do not make field inspections				
3a.	He is very firm and rigid in delegating tasks				
b.	He is flexible in delegating tasks				
c.	He is very casual in delegating tasks				
4a.	Has no sense of appreciation for panchayat members for having achieved the targets				
b.	Appreciates members and recommend for incentives for having achieved the targets				
c.	Has indifferent and casual attitude towards accomplishment of tasks by panchayat members				
5.	He is neither too flexible nor too rigid in delegating the tasks				

Contd....

6.	He assigns tasks to members on assessment of their skills and capabilities				
7.	He gives options to the members to choose their own task/target within the broader framework of the projects				
8.	He not only directs and sets the members to action but also actually participates wherever necessary				
9.	He decides the individual assignments to be given based on the previous achievement of the members				
<b>VII.</b>	<b>GUIDANCE AND CONTROL</b>				
1a.	Follows the percentage of checks assigned strictly and takes seriously the shortcomings				
b.	Follows the percentage of checks and guide the erring members				
c.	Do not follow the percentage of checks assigned to him				
2a.	Cross checks the schedule of visits by randomly contacting the farmers				
b.	He is flexible in cross checking the schedule of visits				
c.	Does not cross check the schedule of visits				
3a.	Review work attended and make necessary instructions regularly				
b.	Review and give constructive guidance				
c.	Very casual in reviewing progress				
4a.	Do not provide feedback on the task accomplished				
b.	Provides constructive feedback information on the task accomplished				
c.	Very causal in providing feedback information on the task accomplished				
5a.	Short-tempered and blame members when situation goes out of hand				
b.	Has composure and tolerates mistakes when situation goes out of control				

Contd....

c.	Has indifferent attitude when situation goes out of control				
6a.	President reviews progress made by members and warn them as means to get work done				
b.	Reviews progress made and threatens as a last resort to get work done of action				
c.	He does not make use of any measures as means to control his members				
7.	The monitoring of the activity of members by president is random.				
8.	He is rigid/particular in checking the implementation of horticulture development programmes				
9.	He prepares people to supervise the activity of members on his behalf				
10.	Creates confusion in the middle stage of implementing the projects				
11.	He has negative attitude towards the development process				
12.	He is ego centered and lacks conviction upon members				
13.	He uses the department officers as feelers to check the style of working of the members for implementing horticulture development projects				
<b>VIII. REPORTING</b>					
1a.	Always insist on to maintain upto date records and send the reports in prescribed format				
b.	Guides in maintaining records and flexible in preparation of reports				
c.	Do not insist to maintain records and rarely asks for the reports				
2a.	Reports the matter immediately to higher up for action when mistakes are committed by members				

Contd....

b.	Identifies the mistakes committed by members and guide them to correct				
c.	Never cares to identify the mistakes committed by members				
3a.	He is firm and rigid and never regrets for the matter complained				
b.	Consults the members before complaining to higher up				
c.	Has very casual attitude towards complaining				
4.	He insists on false reports for onward submission				
5.	Irrespective of the quality of the work carried out. He is more particular in documenting the activities carried out				
6.	He insists for repetition of the whole exercise whenever some mistakes are seen in the work of members				
7.	He discusses thoroughly with the persons concerned about his own mistakes before submitting the reports to the superiors				
8.	He makes use of the models of other similar kind of projects while reporting the results of horticulture projects				
9.	He gives/assigns contracts to a professional documentationist for preparation of report				
10.	He is wise in choosing the means which can reach to maximum number of people				
<b>IX.</b>	<b>HUMAN RELATIONS SKILL</b>				
1a.	Never cares for panchayat members situations				
b.	Understands members problems and help in difficult situations				
c.	Understand members problems but follows a casual approach in helping				
2a.	Has self and Panchayat Raj Institution centered motives				

Contd....

b.	Has capacity of evaluating panchayat members and their motives				
c.	Poor in evaluating panchayat members and their motives				
3a.	Discourages panchayat members at all levels to think independently and contribute				
b.	Encourages members at all levels to think independently and contribute				
C.	Does not make efforts to make members to think independently and contribute				
4a.	Abuses members in front of others and put them in an embarrassing position				
b.	Safeguards members in front of others and advice them in private				
c.	Do not face such situations and tries to avoid				
5.	Respects members individuality and age/experience				
6.	He misguides members and tries to guide them when they are on wrong path				
7.	He tries to build rapport with the members				
8.	He defends the action taken by the members in implementing the horticulture development projects				
10.	He believes in the philosophy that, one is for all and all are for one				

Signature

## Appendix II: Final leadership pattern scale statements

Sl. No.	Statements	Always	usually	Sometimes	Rarely	Never Bother
<b>I</b>	<b>COMMUNICATION PATTERN</b>					
1	I communicate the guidelines, procedures and methods of horticulture development programmes to members					
2	I do not bother about farmers participation in horticulture development programmes					
3	I give freedom to panchayat members to make suggestions					
4	I look in the type of communication followed and the information communicated					
5	I participate in discussion with members about new horticulture scheme/programmes					
6	Never participate in the discussion with members about new horticulture development scheme / programmes					
7	I encourage communication amongst the members of same group to discuss the horticulture development programmes					
<b>II</b>	<b>EXECUTION SKILLS</b>					
1	I accept all the horticulture development programmes and targets looking into availability of resources and their practicability					
2	I simply accept the horticulture development programmes and targets and leave the rest to his subordinates					
3	I instill fear and insecurity in panchayat members while carrying out the job					
4	When problems arise I take risk and try to solve					
5	I leave everything to panchayat members while implementing the programme					
6	When horticulture development programme fails I put all blame on panchayat members					
7	I caution the possible hazards likely in execution of horticulture development programme					

*Contd....*

<b>III</b>	<b>ORGANISING ABILITY</b>					
1	I doubt the capabilities of members in Panchayat					
2	I take due interest in the allotment of work					
3	I keep the panchayat members at ease by fixing achievable targets					
4	I assign work in such a way that the panchayat members are overloaded with many tasks					
<b>IV</b>	<b>DECISION MAKING</b>					
1	I am prejudiced in making decision with limited alternatives of my choice only					
2	I involve my self in making decision and also other members concerned					
3	I myself make decision without consulting anybody					
4	Decisions made by me are always rational , clear and achievable					
5	Decisions made by me are not always clear to me					
6	While implementing horticulture projects I encourage decisions that are always based on bottom up process					
7	I prefer to take decision in consultation with a specialist in the respective field					
8	The decision made by me is not according to the opinion of the grass root users/beneficiaries					
<b>V</b>	<b>CO-ORDINATING ABILITY</b>					
1	I maintain cordial relations with officials of Horticulture Department					
2	I am not at all clear about the relationship with Horticulture Department					
3	I keep the local key persons at a distance and do not develop rapport					
4	I do maintain either official or personal relationship with development departments					
5	I maintain working relations with the line department					
6	I create congenial atmosphere for co-ordinating people and resources for productive activities/acts /Work /process					

Contd....

<b>VI</b>	<b>DIRECTING</b>					
1	I make field inspection along with panchayat members to guide them to accomplish tasks					
2	I provide leadership in accomplishment of tasks and achieving targets					
3	Take least merest in providing directions					
4	I appreciate panchayat members for having achieved the targets.					
<b>VII</b>	<b>GUIDANCE AND CONTROL</b>					
1	I follow the percentage of checks assigned to me and guide the erring members					
2	I do not cross check the schedule of visits					
3	I am particular in providing feedback information on the task accomplished					
4	I am short- tempered and blame members when situation goes out of hand					
5	I am indifferent when situation goes out of control					
6	I make use of concrete measures as means to control members					
7	I have conservative attitude towards the development process					
8	He uses the department officers as feelers to check the style of working of the members for implementing horticulture development projects					
<b>VIII</b>	<b>REPORTING</b>					
1	I insist to maintain records and ask for the reports					
2	I never care to identify the mistakes committed by members					
3	I have casual attitude towards complaining					
4	I insist on false reports on members by others					
5	I make use of the models of other similar kind of projects while reporting the results of horticulture projects					
<b>IX</b>	<b>HUMAN RELATIONS SKILL</b>					
1	I care for panchayat members situations					
2	I am poor in evaluating panchayat members and thir motives					

Contd....

3	I encourage panchayat members at all levels to think independently and contribute					
4	I abuse members in front of others and put them in an embarrassing position					
5	I safeguard members in front of others and advise them in private					
6	I defend the action taken by the members in implementing the horticulture development projects					

### Appendix III: Statements

Sl. No.	Statements
<b>I</b>	<b>ಸಂವಹನ ವಿಧಾನ (Communication Pattern)</b>
1	ನಾನು ತೋಟಗಾರಿಕೆ ಅಭಿವೃದ್ಧಿ ಕಾರ್ಯಕ್ರಮಗಳಿಗೆ ಸಂಬಂಧಿಸಿದ ಮಾರ್ಗದರ್ಶ ಸೂತ್ರಗಳನ್ನು, ವಿಧಾನಗಳನ್ನು ಸದಸ್ಯರಿಗೆ ಸ್ಪಷ್ಟವಾಗಿ ತಿಳಿಸುತ್ತೇನೆ.
2	ರೈತರು ತೋಟಗಾರಿಕೆ ಅಭಿವೃದ್ಧಿ ಕಾರ್ಯಕ್ರಮಗಳಲ್ಲಿ ಭಾಗವಹಿಸದರೆ ಬಗ್ಗೆ ನಾನು ಹೆಚ್ಚು ಚಿಂತಿಸುವುದಿಲ್ಲ
3	ನಾನು ಪಂಚಾಯತ ಸದಸ್ಯರು ತಮ್ಮ ಮುಕ್ತವಾದ ಸಲಹೆ ನೀಡುವ ಸ್ವಾತಂತ್ರ್ಯವನ್ನು ಅವರಿಗೆ ನೀಡುತ್ತೇನೆ.
4	ನಾನು ನೀಡಿದ ಮಾಹಿತಿ ಹಾಗೂ ಅನುಸರಿಸಿದ ವಿಧಾನಗಳ ಬಗ್ಗೆ ಕೂಲಂಕುಷವಾಗಿ ಪರಿಶೀಲನೆ ಕೈಗೊಳ್ಳುತ್ತೇನೆ.
5	ನಾನು ತೋಟಗಾರಿಕೆ ಅಭಿವೃದ್ಧಿಯ ಹೊಸ ಯೋಜನೆ ಮತ್ತು ಕಾರ್ಯಕ್ರಮಗಳ ಚರ್ಚೆಯಲ್ಲಿ ಭಾಗವಹಿಸುತ್ತೇನೆ.
6	ನಾನು ತೋಟಗಾರಿಕೆ ಅಭಿವೃದ್ಧಿಗೆ ಸಂಬಂಧಿಸಿದ ಯಾವುದೇ ಹೊಸ ಯೋಜನೆ ಮತ್ತು ಕಾರ್ಯಕ್ರಮಗಳಲ್ಲಿ ಭಾಗವಹಿಸುವುದಿಲ್ಲ
7	ತೋಟಗಾರಿಕೆ ಅಭಿವೃದ್ಧಿ ಕಾರ್ಯಕ್ರಮಕ್ಕೆ ಸಂಬಂಧಿಸಿದಂತೆ ಗುಂಪಿನ ಸದಸ್ಯರು ಪರಸ್ಪರರೊಡನೆ ಚರ್ಚಿಸಲು ನಾನು ಪ್ರೋತ್ಸಾಹಿಸುತ್ತೇನೆ.
<b>II</b>	<b>ಅನುಷ್ಠಾನಗೊಳಿಸುವ ಕೌಶಲ್ಯ (EXECUTION SKILLS)</b>
1	ನಾನು ಯಾವುದೇ ತೋಟಗಾರಿಕೆ ಅಭಿವೃದ್ಧಿ ಕಾರ್ಯಕ್ರಮಗಳನ್ನು ಅವುಗಳ ಉದ್ದೇಶ, ಲಬ್ಯವಿರುವ ಸಂಪನ್ಮೂಲ ಮತ್ತು ಆ ಕಾರ್ಯಕ್ರಮದ ಪ್ರಾಯೋಗಿಕ ಮಹತ್ವದ ಆಧಾರದ ಮೇಲೆ ಒಪ್ಪುತ್ತೇನೆ/ಸಮ್ಮತಿಸುತ್ತೇನೆ/ಅನುಮೋದಿಸುತ್ತೇನೆ.
2	ನಾನು ಕೇವಲ ತೋಟಗಾರಿಕೆ ಅಭಿವೃದ್ಧಿ ಕಾರ್ಯಕ್ರಮಗಳ ಅಂತಿಮ ಗುರಿಗಳ ಆಧಾರದ ಮೇಲೆ ಅದನ್ನು ಸಮ್ಮತಿಸಿ ಉಳಿದ ವಿಷಯಗಳನ್ನು ನನ್ನ ಕೈಕೆಳಗಿನ ಅಧಿಕಾರಿಗಳ ವಿವೇಚನೆಗಾಗಿ ಬಿಡುತ್ತೇನೆ.
3	ನಾನು ವಹಿಸಿದ ಜವಾಬ್ದಾರಿಗಳನ್ನು ನಿರ್ವಹಿಸುವ ಪಂಚಾಯತ ಸದಸ್ಯರ ಮನಸ್ಸಿನಲ್ಲಿ ಅಂಜಿಕೆ ಮತ್ತು ಅಪುರಕೃತೆಯ ಭಾವನೆಯನ್ನು ತುಂಬುತ್ತೇನೆ.
4	ಸಮಸ್ಯೆಗಳು ಉದ್ಭವಿಸಿದಾಗ ನಾನು ಮುಂದಾಳತ್ವವಹಿಸಿ ಎದೆಗಾರಿಕೆಯಿಂದ ಅವುಗಳನ್ನು ಪರಿಹರಿಸಲು ಪ್ರಯತ್ನಿಸುತ್ತೇನೆ.
5	ಕಾರ್ಯಕ್ರಮ ಅನುಷ್ಠಾನಗೊಳಿಸುವಾಗ ನಾನು ಪ್ರತಿಯೊಂದು ವಿಷಯವನ್ನು ಪಂಚಾಯತ್ ಸದಸ್ಯ ಆಯ್ಕೆ/ವಿವೇಚನೆಗೆ ಬಿಡುತ್ತೇನೆ.
6	ಒಂದು ವೇಳೆ ತೋಟಗಾರಿಕಾ ಅಭಿವೃದ್ಧಿ ಕಾರ್ಯಕ್ರಮ ವಿಫಲವಾದರೆ ನಾನು ಈ ಅಪವಾದವನ್ನು ಪಂಚಾಯತ್ ಸದಸ್ಯರ ಮೇಲೆ ಹೊರಿಸುತ್ತೇನೆ.
7	ನಾನು ತೋಟಗಾರಿಕೆ ಅಭಿವೃದ್ಧಿ ಕಾರ್ಯಕ್ರಮಗಳನ್ನು ಜಾರಿಗೊಳಿಸುವ ಹಂತದಲ್ಲಿ ಒದಗಬಹುದಾದ ಎಲ್ಲಾ ತೊಂದರೆಗಳ ಬಗ್ಗೆ ಮುಂಜಾಗ್ರತಾ ಕ್ರಮಗಳನ್ನು ಕೈಗೊಳ್ಳುತ್ತೇನೆ. / ಎಚ್ಚರಿಕೆ ನೀಡುತ್ತೇನೆ.
<b>III.</b>	<b>ಆಯೋಜನಾ ಸಾಮರ್ಥ್ಯ (ORGANIZING ABILITY)</b>
1	ನಾನು ಪಂಚಾಯತ್ ಸದಸ್ಯರ ಸಾಮರ್ಥ್ಯದ ಬಗ್ಗೆ ಸಂಶಯ ವ್ಯಕ್ತಪಡಿಸುತ್ತೇನೆ.
2	ಕಾರ್ಯಕ್ರಮಕ್ಕೆ ಸಂಬಂಧಿಸಿದ ಕೆಲಸದ ನಿರ್ವಹಣೆ ಜವಾಬ್ದಾರಿವಹಿಸುವಾಗ ನಾನು ಹೆಚ್ಚು ಆಸಕ್ತಿವಹಿಸುತ್ತೇನೆ.
3	ಪಂಚಾಯತ್ ಸದಸ್ಯರು ತಮಗೆ ವಹಿಸಿದ ಜವಾಬ್ದಾರಿಗಳ ಗುರಿಗಳನ್ನು ಮುಟ್ಟಲು ಅವರಿಗೆ ಎಲ್ಲಾ ಅನುಕೂಲತೆಗಳನ್ನು ಸೃಷ್ಟಿಸುತ್ತೇನೆ.
4	ಪಂಚಾಯತ್ ಸದಸ್ಯರಿಗೆ ಕೆಲಸಗಳನ್ನು ವಹಿಸುವಾಗ ನಾನು ಪ್ರತಿಯೊಬ್ಬರಿಗೂ ನಿರ್ವಹಿಸಲಾಗದಷ್ಟು ಸಂಖ್ಯೆಯ ಮತ್ತು ಪ್ರಮಾಣದ ಕೆಲಸಗಳನ್ನು ನೀಡುತ್ತೇನೆ.
<b>IV.</b>	<b>ನಿರ್ಧಾರ ಕೈಕೊಳ್ಳುವಿಕೆ (DECISION MAKING)</b>
1	ನಾನು ತೀರ್ಮಾನಗಳನ್ನು ಕೈಕೊಳ್ಳುವಾಗ ನನ್ನ ತಿಳುವಳಿಕೆಯ, ಸೀಮಿತ ಕೆಲವೇ ಆಯ್ಕೆಗಳನ್ನು ಹೊಂದಿ ಪೂರ್ವಾಗ್ರಹಪೀಡಿತನಾಗಿರುತ್ತೇನೆ.

Contd....

2	ನಾನು ಯಾವುದೇ ತೀರ್ಮಾನ ಕೈಕೊಳ್ಳುವಾಗ ಸ್ವಂತ ಆಳವಾಗಿ ವಿಚಾರಿಸುತ್ತೇನೆ. ಅದರಂತೆ ಇತರ ಸದಸ್ಯರು ಮಾಡುವಂತೆ ಇಚ್ಛಿಸುತ್ತೇನೆ.
3	ನಾನು ಬೈರೆಯವರೊಡನೆ ಸಮಾಲೋಚಿಸದೇ, ಜುಜಿಸದೇ ತೀರ್ಮಾನಗಳನ್ನು ಕೈಕೊಳ್ಳುತ್ತೇನೆ.
4	ನಾನು ಕೈಕೊಂಡ ತೀರ್ಮಾನಗಳು ಯಾವಾಗಲೂ ಸ್ಪಷ್ಟ, ಗುರಿ ಮುಟ್ಟಲು ಸಾಧ್ಯವಿರುವ ಹಾಗೂ ಪ್ರಯೋಗಿಕವಾಗಿರುತ್ತವೆ.
5	ನಾನು ಕೈಕೊಂಡ ಎಲ್ಲಾ ತೀರ್ಮಾನಗಳು ಕೆಲವೊಮ್ಮೆ ನನಗೇ ಸ್ಪಷ್ಟವಾಗಿ ತಿಳಿದಿರುವುದಿಲ್ಲ.
6	ತೋಟಗಾರಿಕೆ ಅಭಿವೃದ್ಧಿ ಯೋಜನೆಗಳ ಜಾರಿಗೊಳಿಸುವ ಸಂಬಂಧ ಕೈಕೊಳ್ಳುವ ಎಲ್ಲಾ ತೀರ್ಮಾನಗಳು ಯಾವಾಗಲೂ ಕ್ಷೇತ್ರಮಟ್ಟದ ಕಾರ್ಯಕರ್ತರ ಅಭಿಪ್ರಾಯಗಳಿಂದ ಜನ್ಯವಾಗಿರಬೇಕೆಂದು ನಾನು ಬಯಸುತ್ತೇನೆ.
7	ನಾನು ಯಾವಾಗಲೂ ತೀರ್ಮಾನವನ್ನು ಸಂಬಂಧಿಸಿದ ಕ್ಷೇತ್ರದಲ್ಲಿ ಪರಿಣಿತಿಯನ್ನು ಹೊಂದಿರುವ ವ್ಯಕ್ತಿಗಳೊಡನೆ ಜುಜಿಸಿ ಕೈಕೊಳ್ಳಲಿಚ್ಛಿಸುತ್ತೇನೆ.
8	ನಾನು ಕೈಕೊಳ್ಳುವ ತೀರ್ಮಾನಗಳು ಕ್ಷೇತ್ರ ಮಟ್ಟದ ಫಲಾನುಭವಿಗಳು ಮತ್ತು ಕಾರ್ಯಕ್ರಮದ ಲಾಭ ಪಡೆಯುವ ವ್ಯಕ್ತಿಗಳ ಅಭಿಪ್ರಾಯದ ಆಧಾರಿತವಾಗಿರುವುದಿಲ್ಲ.
<b>V.</b>	<b>ಸಂಯೋಜನಾ ಸಾಮರ್ಥ್ಯ (CO-ORDINATING ABILITY)</b>
1	ನಾನು ತೋಟಗಾರಿಕಾ ಇಲಾಖೆಯ ಅಧಿಕಾರಿಗಳೊಡನೆ ಸೌಹಾರ್ದಯುತವಾದ ಸಂಬಂಧವನ್ನು ಹೊಂದಲಿಚ್ಛಿಸುತ್ತೇನೆ.
2	ನನಗೆ ತೋಟಗಾರಿಕಾ ಇಲಾಖೆಯೊಡನೆ ಇರುವ ಸಂಬಂಧ ಅಸ್ಪಷ್ಟವಾಗಿದೆ
3	ನಾನು ಸ್ಥಳೀಯ, ಅತ್ಯಂತ ಪ್ರಮುಖ ವ್ಯಕ್ತಿಗಳಿಂದ ದೂರವಿದ್ದು ಅವರೊಡನೆ ಯಾವುದೇ ಸೌಹಾರ್ದಮಯ ಸಂಬಂಧ ಬೆಳೆಸಿರುವುದಿಲ್ಲ.
4	ನಾನು ವಿವಿಧ ಅಭಿವೃದ್ಧಿ ಇಲಾಖೆಗಳ ಜೊತೆಗೆ ವ್ಯಕ್ತಿಕ ಹಾಗೂ ಕಚೇರಿಯ ಕೆಲಸಕ್ಕೆ ಸಂಬಂಧಿಸಿದ ಸಂಬಂಧವನ್ನು ಬೆಳೆಸಿ ಮುಂದುವರಿಸಿಕೊಂಡು ಹೋಗುತ್ತೇನೆ.
5	ನಾನು ಸಂಬಂಧಿಸಿದ ಇಲಾಖೆಗಳೊಡನೆ ಪರಿಣಾಮಕಾರಿ ಯೋಜನೆಯ ಜಾರಿಗೊಳಿಸಲು ಅವಶ್ಯಕವಿರುವ ಸಂಬಂಧವನ್ನು ಸ್ಥಾಪಿಸಲು (ಹೊಂದಲು) ಪ್ರಯತ್ನಿಸುತ್ತೇನೆ.
6	ನಾನು ಮಾನವ ಸಂಪನ್ಮೂಲ ಹಾಗೂ ಇತರ ಸಂಪನ್ಮೂಲಗಳನ್ನು ಉತ್ಪಾದನಾ ಚಟುವಟಿಕೆ, ಕೆಲಸಗಳಿಗೆ ಬಳಸಲು ಅವಶ್ಯವಿರುವ ಪರಸ್ಪರ ಸ್ನೇಹಮಯ ವಾತಾವರಣವನ್ನು ಸೃಷ್ಟಿಸುತ್ತೇನೆ.
<b>VI.</b>	<b>ನಿರ್ದೇಶನ ನೀಡುವಿಕೆ (DIRECTING)</b>
1	ನಾನು ಪಂಚಾಯತ್ ಸದಸ್ಯರ ಜೊತೆಗೆ ಕೈಕೊಂಡ ಚಟುವಟಿಕೆಗಳ ವೀಕ್ಷಣೆಗಾಗಿ ಮತ್ತು ಜಾರಿಗೊಳಿಸುವ ಸಂಬಂಧಿ ಮಾರ್ಗದರ್ಶನ ನೀಡಲು ಕ್ಷೇತ್ರ ಭೇಟಿ ಕೈಗೊಳ್ಳುತ್ತೇನೆ.
2	ನಾನು ಕೈಕೊಂಡ ಚಟುವಟಿಕೆಗಳನ್ನು ಪರಿಪೂರ್ಣವಾಗಿ ಮಾಡಲು ಹಾಗೂ ಪರಿಣಾಮಕಾರಿ ಗುರಿಯನ್ನು ಮುಟ್ಟಲು ಅವಶ್ಯವಾದ ನಾಯಕತ್ವದ ಶಕ್ತಿಯನ್ನು ಕೊಡಮಾಡುತ್ತೇನೆ.
3	ನಿರ್ದೇಶನ ನೀಡುವ ಚಟುವಟಿಕೆಗಳಲ್ಲಿ ಅತ್ಯಂತ ಕಡಿಮೆ ಆಸಕ್ತಿ ತೋರುತ್ತೇನೆ.
4	ಗುರಿಗಳನ್ನು ಮುಟ್ಟಿದ ಪಂಚಾಯತ್ ಸದಸ್ಯರನ್ನು ನಾನು ಅಭಿನಂದಿಸಿ ಪ್ರಶಂಸಿಸುತ್ತೇನೆ.
<b>VII</b>	<b>ಸಲಹೆ ಮತ್ತು ನಿಯಂತ್ರಣ (GUIDANCE AND CONTROL)</b>
1	ನಾನು ತೋಟಗಾರಿಕೆ ಅಭಿವೃದ್ಧಿ ಕಾರ್ಯಕ್ರಮ ಜಾರಿಗೊಳಿಸುವಲ್ಲಿ ಚಟುವಟಿಕೆಗಳನ್ನು ಸಂಪೂರ್ಣವಾಗಿ ಅನುಸರಿಸುವುದರ ಜೊತೆಗೆ ತಪ್ಪುಮಾಡುವ ಇತರ ಸದಸ್ಯರಿಗೆ ಮಾರ್ಗದರ್ಶನ ನೀಡುತ್ತೇನೆ.
2	ನಾನು ಕ್ಷೇತ್ರಗಳಿಗೆ ಭೇಟಿ ನೀಡುವ ವೇಳಾ ಪಟ್ಟಿಗಳನ್ನು ತಾಳೆ ನೋಡಿ ಪರಿಶೀಲಿಸುವುದಿಲ್ಲ
3	ನಾನು ಕೈಕೊಂಡ ಚಟುವಟಿಕೆಯ ಸಂಪೂರ್ಣ ಮಾಹಿತಿ ಅಭಿಪ್ರಾಯಗಳನ್ನು ಸಂಗ್ರಹಿಸುವುದನ್ನು ಮರೆಯುವುದಿಲ್ಲ.
4	ಕೆಲವೊಮ್ಮೆ ಸನ್ನಿ ವೇಶವು ನನ್ನ ನಿಯಂತ್ರಣದಿಂದ ಕೈಮೀರಿದಾಗ ಮುಂಗೋಪಿ ತನದಿಂದ ನಾನು ಇತರ ಸದಸ್ಯರನ್ನು ದೂಷಿಸುತ್ತೇನೆ.
5	ಸನ್ನಿವೇಶವು ನನ್ನ ನಿಯಂತ್ರಣದಿಂದ ಹೊರಹೋದಾಗ ನಾನು ಅದು ನನಗೆ ಸಂಬಂಧವಿಲ್ಲವೆಂಬಂತೆ ವರ್ತಿಸುತ್ತೇನೆ.
6	ಸದಸ್ಯರ ಮೇಲೆ ಹಿಡಿತವಿಟ್ಟುಕೊಳ್ಳಲು ನಾನು ಅತ್ಯಂತ ಸಮರ್ಪಕ ಮಾರ್ಗಗಳನ್ನು ಅನುಸರಿಸುತ್ತೇನೆ.
7	ಅಭಿವೃದ್ಧಿಶೀಲ ಚಟುವಟಿಕೆಗಳ ಬಗ್ಗೆ ನಾನು ಅತ್ಯಂತ (ಕಡಿಮೆ ವೈಶಾಲ್ಯತೆಯ ದೃಷ್ಟಿಕೋನವನ್ನು) ಸಂಕುಚಿತ ಮನೋಭಾವ ಹೊಂದಿರುತ್ತೇನೆ.

8	ತೋಟಗಾರಿಕೆ ಅಭಿವೃದ್ಧಿ ಯೋಜನೆಗಳನ್ನು ಜಾರಿಗೊಳಿಸುವಾಗ, ಕಾರ್ಯನಿರತ ಸದಸ್ಯರ ಚಟುವಟಿಕೆಯ ಶೈಲಿಯ ವಿವರಗಳನ್ನು ಸಂಗ್ರಹಿಸಲು ಇಲಾಖೆಯ ಅಧಿಕಾರಿಗಳನ್ನು ಸುದ್ದಿವಾಹಕರಂತೆ (ಮಾಹಿತಿ ಸಂಗ್ರಹಗಾರರಂತೆ) ಉಪಯೋಗಿಸಿಕೊಳ್ಳುತ್ತೇನೆ.
<b>VIII</b>	<b>ವರದಿ ಮಾಡುವಿಕೆ (REPORTING)</b>
1	ನಾನು ದಾಖಲಾತಿಗಳನ್ನು ಸರಿಯಾಗಿ ಇಟ್ಟುಕೊಳ್ಳಲು ಹೇಳಿ ವರದಿಗಳನ್ನು ಪರಿಶೀಲಿಸಲದೆಗಾಗಿ ಸಲಿಸುವಂತೆ ಕೇಳುತ್ತೇನೆ.
2	ಸದಸ್ಯರು ಮಾಡಿದ ತಪ್ಪನ್ನು ಗುರುತಿಸುವಲ್ಲಿ ನಾನು ಹೆಚ್ಚು ಜಾಗ್ರತೆಯನ್ನು ಮಹಿಸುವದಿಲ್ಲ
3	ಇತರರ ಮೇಲೆ ಅಥವಾ ಯಾವುದೇ ವಿಷಯಕ್ಕೆ ಸಂಬಂಧಿಸಿದಂತೆ ಅರೇಪವನ್ನು ಹೊರಿಸುವಲ್ಲಿ ನಾನು ಅಷ್ಟಾಗಿ ಗಂಭೀರವಾಗಿಲ್ಲ.
4	ಸದಸ್ಯರು ಹಾಗೂ ಇತರರ ಮೇಲೆ ವಿನಾಕಾರಣ ತಪ್ಪುಪರದಿಗಳನ್ನು ನೀಡುವಂತೆ ನಾನು ಒತ್ತಾಯ ಮಾಡುತ್ತೇನೆ.
5	ತೋಟಗಾರಿಕೆ ಯೋಜನೆಯ ಪರಿಣಾಮಗಳನ್ನು ವರದಿ ಮಾಡುವಾಗ ಇದೇ ತೆರನಾದ ಯಶಸ್ವಿಯಾಗಿ ಜಾರಿಗೊಳಿಸಲಾದ ಯೋಜನೆಗಳ ನಮೂನೆಗಳನ್ನು ನಾನು ಆಧಾರವಾಗಿಟ್ಟು ಕೇಳುತ್ತೇನೆ.
<b>IX.</b>	<b>ಮಾನವ ಸಂಬಂಧ ಕೌಶಲ್ಯ (HUMAN RELATIONS SKILL)</b>
1	ನಾನು ಪಂಚಾಯತ್ ಸದಸ್ಯರ ಸನ್ನಿವೇಶಗಳಿಗೆ ಅತ್ಯಂತ ಕಾಳಜಿ ವಹಿಸಿ ಅರಿಯಲು ತಿಳಿದುಕೊಳ್ಳಲು ಪ್ರಯತ್ನಿಸುತ್ತೇನೆ.
2	ನಾನು ಪಂಚಾಯತ್ ಸದಸ್ಯರ ಹಾಗೂ ಅವರ ಭಾವನೆಗಳನ್ನು ಮೌಲ್ಯಮಾಪನ ಮಾಡುವಷ್ಟು ಸಾಮರ್ಥ್ಯವನ್ನು ಹೊಂದಿಲ್ಲ.
3	ಪಂಚಾಯತ್ ಸದಸ್ಯರು ಎಲ್ಲಾ ಹಂತಗಳಲ್ಲಿ ಸ್ವತಮತ್ರವಾಗಿರಲು ಮತ್ತು ಅವರ ಕೊಡುಗೆಗಳನ್ನು ನೀಡಲು ನಾನು ಪ್ರೋತ್ಸಾಹಿಸುತ್ತೇನೆ.
4	ನಾನು ಸದಸ್ಯರನ್ನು ಇತರರ ಎದುರಿಗೆ ಹಳಿದು, ನಿಂದಿಸಿ ಅವರ ಸ್ಥಿತಿಯು ಅತ್ಯಂತ ಶೋಚನೀಯವಾಗುವಂತೆ ಮಾಡುತ್ತೇನೆ.
5	ನಾನು ಸದಸ್ಯರ ನಿಲುವನ್ನು ಬೇರೆಯವರ ಉಪಸ್ಥಿತಿಯಲ್ಲಿ ರಕ್ಷಿಸಿ ಅವಶ್ಯವನಿಸಿದರೆ ಅವರಿಗೆ ಏಕಾಂತದಲ್ಲಿ ಸಲಿಗೆ/ತಿಳುವಳಿಕೆ/ಬುದ್ಧಿವಾದ ನೀಡುತ್ತೇನೆ.
6	ತೋಟಗಾರಿಕೆ ಅಭಿವೃದ್ಧಿ ಯೋಜನೆಯನ್ನು ಜಾರಿಗೊಳಿಸುವಲ್ಲಿ ಸದಸ್ಯರು ಕೈಕೊಂಡ ಚಟುವಟಿಕೆ/ಕ್ರಿಯೆಯನ್ನು ನಾನು ಸಮರ್ಥಿಸಿಕೊಳ್ಳುತ್ತೇನೆ.

**Appendix IV: Consistency values of different leadership dimensions**

<b>Dimensions</b>	<b>Communication Pattern</b>	<b>Execution Skills</b>	<b>Organising Ability</b>	<b>Decision Making</b>	<b>Co-ordinating Ability</b>	<b>Directing</b>	<b>Guidance &amp; Control</b>	<b>Reporting</b>	<b>Human Relations Skill</b>
Communication Pattern	1	0.636	0.706	0.553	0.573	0.662	0.636	0.526	0.586
Execution Skills	0.636	1	0.805	0.8	0.7	0.72	0.671	0.623	0.773
Organising Ability	0.706	0.805	1	0.677	0.602	0.699	0.675	0.678	0.684
Decision Making	0.553	0.8	0.677	1	0.742	0.562	0.584	0.54	0.626
Co-ordinating Ability	0.573	0.7	0.602	0.742	1	0.688	0.669	0.555	0.731
Directing	0.662	0.72	0.699	0.562	0.688	1	0.7	0.676	0.772
Guidance & Control	0.636	0.671	0.675	0.584	0.669	0.7	1	0.717	0.782
Reporting	0.526	0.623	0.678	0.54	0.555	0.676	0.717	1	0.661
Human Relations Skill	0.586	0.773	0.684	0.626	0.731	0.772	0.782	0.661	1

Note : All Correlation values are significant at the 0.01 level (2-tailed).

**Appendix V: Interview schedule**

**LEADERSHIP BEHAVIOUR OF PRESIDENTS OF PANCHAYAT RAJ INSTITUTIONS FOR HORTICULTURE DEVELOPMENT IN BIJAPUR DISTRICT OF KARNATAKA**

**1. Socio-economic status**

1. Name of the president :
2. Sex : Male / Female
3. Name of the Panchayat :
4. Taluk :
5. District :
6. Caste : General / OBC / SC / ST
7. Age :
8. Education : Illiterate / Primary school / Middle school / High school / College
9. Marital status : Married / Unmarried / Divorce
10. Family Background :
  1. Type of family :
  2. Family Size :
  3. Land holding : a) Dry : \_\_\_\_ b) Irrigated: \_\_\_\_ c) Total: \_\_\_\_
  4. Family income : Rs.
  5. Political back ground : Any member of your family occupied position in panchayat raj Institutions? If yes

SI.No	Relationship

**5. Occupational background:**

SI.No	Occupation	Response	
		Yes	No
1	Agriculture		
2	Agri business		
3	Other occupation		

## 5. Cosmopolitaness

a) Indicate the frequency of your visit to nearby towns / city

1. Twice or more per week : \_\_\_\_\_
2. Once in a week : \_\_\_\_\_
3. Once in fortnight : \_\_\_\_\_
4. Once in a month : \_\_\_\_\_
5. Seldom : \_\_\_\_\_
6. Never : \_\_\_\_\_

b) Indicate the purpose of your visit to nearby towns / city

1. Relating to Gram Panchayat : \_\_\_\_\_
2. Relating to Agriculture / Horticulture : \_\_\_\_\_
3. Personal / Domestic : \_\_\_\_\_
4. Entertainment : \_\_\_\_\_
5. Others : \_\_\_\_\_
6. No response : \_\_\_\_\_

## 6. Social participation

Are you a member of any social organization? Yes / No

If Yes, please furnish the details.

Sl. No.	Organization	Nature of participation		Extent of participation		
		Member	Officer bearer	Regular	Occasional	Never
1.	Co-operative society					
2.	Youth club					
3.	Religious organization					
4.	Mahila Mandal					
5.	Self Help Group					
6.	School betterment committee					
7.	Any other					

### 7. Extension participation

Sl. No.	Statements	Response	
		Yes	No
1.	Conducted horticulture demonstration on my farm		
2.	Had discussion with village extension workers		
3.	Participated in extension meetings		
4.	Participated in field days on farmers' fields		
5.	Seen demonstration plot of my neighbour and had discussion with him		
6.	Participated in Krishimela / field day		
7.	Seen exhibitions on Agriculture / Horticulture		
8.	Has read extension publications		
9.	Participated Training Programme		
10.	Participated in Campaign		

### 8. Mass media participation

I. Are you a subscriber to any Newspapers/Magazines? Yes / No

If Yes, give details

Sl. No.	Mass media	Owned / Subscribed	Reading habit		
			Regular	Occasional	Never
<b>A.</b>	<b>Newspaper</b>				
1.					
2.					
3.					
<b>B.</b>	<b>Magazines (General)</b>				
1.					
2.					

<b>C.</b>	<b>Farm magazines</b>				
1.	Krishi Munnde				
2.	Horticulture package				
3.	Krishi Mitra				
4.	Annadata				
5.	Any others				

II. Do you possess radio? Yes / No

If Yes, your listening habit

- a) General programmes : Regular / Occasional / Never  
b) Agriculture / Horticulture programmes : Regular / Occasional / Never

III. Do you possess television? Yes / No

If Yes, your viewing habit

- a) General programmes : Regular / Occasional / Never  
b) Agriculture / Horticulture programmes : Regular / Occasional / Never

### 9. Value Orientation:

Analysis of presidents of PRI about different values.

#### Cosmopolite Vs localite:

1. One should have contact with outside world to get useful information about Horticulture development activities.
2. One can get all the required information about Horticulture development in the Village it self.

#### Scienticism Vs Fatalism

1. We can get more profit by following improved Horticulture development activities.
2. Horticulture development and our lifestyle is decided by god in the beginning itself.

#### Liberalism Vs Conservatism:

1. Whether God likes it or not, one who follows improved Horticulture management practices will get maximum profit.
2. If we follow improved Horticulture management practices which may cause unnecessary problems, there by creating loss

### High aspiration Vs low aspiration:

1. If I follow previous Horticulture development activities then I will be free from problems.
2. I am satisfied with last years income.
3. I always like to get good position compared to others in my village.
4. I am satisfied with my present position in the village.

### 6. Decision making ability

Indicate your response to the following statements

Sl. No.	Statement	Response		
		Fully agree	Agree	Disagree
1.	One should not take independent decision to solve the burning problems of the community			
2.	One should influence others to take independent decisions			
3.	One should act according to the decision of the committee whatsoever may be the problems			
4.	One should take decision if it is going to benefit personally or by the followers			

### 10. Risk bearing ability (Risk orientation)

Indicate your response to the following statements.

Sl. No.	Statement	Response		
		Fully agree	Agree	Disagree
1.	One should work hard in the home farm ad in the office			
2.	Do you try hard to know the functions of gram panchayat and officers of the village			
3.	One should participate on compulsion in the horticulture development programmes for upliftment of the village			
4.	One who willing to take greater risk than average does better financially			
5.	One should not try/not to take responsibility unless most others have tried with success			

### **11. Achievement motivation**

1. Success brings relief for further determination and not just pleasant feeling.  
Strongly agree / Agree / Undecided / Disagree / Strongly disagree
2. How true is to say that your efforts are directed towards a goal?  
Quite natural / Not very true / Not true / fairly true / Quite true
3. How often do you seek opportunity to excel?  
Hardly ever / Seldom / About half of the time / Frequently / Always
4. Would you hesitate to undertake something that might lead you to failure?  
Hardly ever / Seldom / About half of the time / Frequently / Always
5. How many situations do you avoid in which you may be exposed to evaluation?  
Most / Many / Some / Few / very few
6. In how many sphere do you think you will succeed in doing as well as you can?  
Most / Many / Some / Few / very few

### **II. Statements Regarding Knowledge of Presidents about Horticulture Development**

1. Which of the following is declared as Horticulture District in Karnataka.  
1. Bidar 2. Belgum 3. Bijapur 4. Kolar
2. What is National Horticulture mission ?  
1. Central Scheme 2. State Scheme 3. Pvt. Scheme
3. Under NHM for what crops subsidy is given ?  
1. Guava 2. Grapes & Pomogranate 3. Papaya 4. Ber
4. What do you mean by subsidy ?  
a) Government financial assistance b) Loan c) Technical assistance
5. The percentage of subsidy available for drip irrigation in Bijapur district  
a) 100% b) 50% c) 25%
6. The criteria for awarding subsidy for Horticulture crops  
a) Land holding b) Income c) Educational qualification/training

7. The subsidy to given to the following equipments/ inputs / activities related to grape & pomegranate cultivation.

- |  |          |
|--|----------|
| a) Land preparation                                    | Yes / No |
| b) Purchase of land                                    | Yes / No |
| c) Purchase of seedlings                               | Yes / No |
| d) digging of well / borewell                          | Yes / No |
| e) Fencing   | Yes / No |
| f) Construction of Farm house                          | Yes / No |
| g) Processing Unit                                     | Yes / No |
| h) Ware house construction                             | Yes / No |
| i) Information technology equipments                   | Yes / No |
| j) Purchase of Transportation Van                      | Yes / No |
| k) Purchase of automatic sprayers                      | Yes / No |
| l) Exposure visit of cultivator                        | Yes / No |
| m) Packing materials                                   | Yes / No |
| n) Establishment of laboratory                         | Yes / No |
| o) Establishment of coldstorage                        | Yes / No |
| p) Consultancy charges for Oxperts                     | Yes / No |
| q) Insurance coverage                                  | Yes / No |
| r) for purchase of chonical fertilizer & p.p. chemical | Yes / No |
| s) for purchase of Bio fertilizer                      | Yes / No |
| t) for purchase o Vermicompost                         | Yes / No |
| u) Value addition to the products                      | Yes / No |

8. Mention two important ongoing schemes for Horticulture development run by the Department of Horticulture

- 1) NHM
- 2) Drip irrigation
- 3) Seedling development
- 4) 100 well scheme
- 5) Farm Road connectivity scheme

9. The Grape varieties suitable for Bijapur district

- a) Thompson seedless
- b) Bangalore blue

10) The purchasing is undertaken for grapes during the month

- a) April & October
- 2) June – July

11) The popularly grown pomegranate varieties Bijapur district.

- a) Ganesh & Arakta
- b) Ruby & Anabshahi

12) For which Horticulture crops G.A. treatment is undertaken ?

- a) Pomegranate
- b) Grape.

- 13) Wilt & bacterial blight is hazardous for  
a) Grape b) Pomegranate
- 14) The powdery mildew & Downey mildew diseases are common in case of  
a) Pomegranate b) Grape
- 15) Which method is used to know the sugar content in Grapes.  
a) Brix method b) percentage
- 16) The pendal & telephone method of cultivation is practiced in case of  
a) Pomegranate b) Grape
- 17) What is the subsidy for establishment of high cost vermicompost or Bio-digester ?  
a) Rs. 10,000 b) Rs. 30,000 c) Rs. 50,000
- 18) The minimum size of Farm pond should be  
a) 0.5 ac b) 0.25 ac c) 0.10 ac
- 19) The best working example of use of community tank for Horticulture development is  
a) Pany panchayat b) Farmers Co-operatives
- 20) The maximum subsidy for community tank is  
a) Rs. 5 lakh b) Rs. 10 lakh c) Rs. 15 lakh
- 21) Under NHM which of the following is encouraged ?  
a) Group formation b) Individual farmer c)
- 22) What is the amount of incentive in the first year organic Horticulture farmers group formation.  
a) Rs. 2000 b) Rs.1000 c) Rs/ 500
- 23) The Instructions conducting Training for Horticulture growers  
a) KVK b) Agriculture department.

## Appendix VI: Questionnaire

### ಪ್ರಶ್ನಾವಳಿ

#### I. ಸಾಮಾಜಿಕ ಆರ್ಥಿಕ ಮಟ್ಟ

1. ಅಧ್ಯಕ್ಷರ ಹೆಸರು :
2. ಲಿಂಗ : ಗಂಡು/ ಹೆಣ್ಣು
3. ಪಂಚಾಯತ್ ಹೆಸರು :
4. ತಾಲೂಕು :
5. ಜಿಲ್ಲೆ :
6. ಜಾತಿ : ಸಾಮಾನ್ಯ/ ಹಿಂದುಳಿದ/ಪ.ಜಾ/ಪ.ಪಂ
7. ವಯಸ್ಸು :
8. ವಿದ್ಯಾರ್ಹತೆ : ಅನಕ್ಷರಸ್ಥ/ ಪ್ರಾಥಮಿಕ/ ಮಾಧ್ಯಮಿಕ/  
ಪ್ರೌಢಶಾಲೆ/ ಪದವಿ
9. ವೈವಾಹಿಕ ಸ್ಥಿತಿ : ಮದುವೆಯಾಗಿದೆ/ಅವಿವಾಹಿತ/ ವಿಚ್ಛೇದಿತ

#### II. ಮನೆತನದ ಹಿನ್ನೆಲೆ

- ಅ) ಮನೆತನ ವಿಧಾನ : ಅವಿಭಕ್ತ/ ವಿಭಕ್ತ
- ಬ) ಮನೆ ಸದಸ್ಯರ ಸಂಖ್ಯೆ : \_\_\_\_\_ ಸದಸ್ಯರು
- ಕ) ಭೂ ಹಿಡುವಳಿ :

ಖುಷ್ಕಿ	ನೀರಾವರಿ	ಒಟ್ಟು

ಡ) ವಾರ್ಷಿಕ ಆದಾಯ : \_\_\_\_\_ ರೂ.

ಈ) ರಾಜಕೀಯ ಹಿನ್ನೆಲೆ : ನಿಮ್ಮ ಮನೆಯಲ್ಲಿಯ ಇತರೆ ಸದಸ್ಯರು  
ರಾಜಕೀಯದಲ್ಲಿ ಯಾವುದಾದರೊಂದು ಸ್ಥಾನ ಹೊಂದಿದ್ದಾರೆಯೇ?  
ಹೌದು/ಇಲ್ಲ

ಹೌದಾದಲ್ಲಿ ?

ಅ.ಸಂ	ಸಂಬಂಧ

ವೃತ್ತಿ ಹಿನ್ನೆಲೆ

:

ಅ.ಸಂ	ವೃತ್ತಿ	ಪ್ರತಿಕ್ರಿಯೆ	
		ಹೌದು	ಇಲ್ಲ
1.	ಕೃಷಿ		
2.	ಕೃಷಿ ಉದ್ಯಮ		
3.	ಇತರೆ ಉದ್ಯಮ		

### III. ಬಾಹ್ಯ ಜಗತ್ತಿನೊಡನೆ ಸಂಬಂಧ :

ಅ) ನೀವು ಸಮೀಪದ ನಗರ/ಪಟ್ಟಣಕ್ಕೆ ಭೇಟಿ ನೀಡುವ ವಿವರ

ಅ)ವಾರಕ್ಕೆರಡು ಸಲ

ಆ)ವಾರಕ್ಕೊಂದು ಸಲ

ಇ)ಹದಿನೈದು ದಿನಕ್ಕೊಮ್ಮೆ

ಈ)ತಿಂಗಳಿಗೊಮ್ಮೆ

ಉ)ಯಾವಾಗಲಾದರೊಮ್ಮೆ

ಊ) ಇಲ್ಲವೇ ಇಲ್ಲ

ಬ) ಯಾವ ಕಾರಣಕ್ಕೆ/ ವಿಷಯಕ್ಕೆ ಸಂಬಂಧಪಟ್ಟಂತೆ ನೀವು ನಗರಕ್ಕೆ ಹೋಗುತ್ತೀರಾ ?

ಅ) ಗ್ರಾಮ ಪಂಚಾಯತ್ ವಿಷಯಕ್ಕೆ ಸಂಬಂಧ ಪಟ್ಟಂತೆ

ಆ) ಕೃಷಿ / ತೋಟಗಾರಿಕೆ ವಿಷಯಕ್ಕೆ ಸಂಬಂಧ ಪಟ್ಟಂತೆ

ಇ) ವಯಕ್ತಿಕ / ಮನೆ ವಿಷಯಕ್ಕೆ ಸಂಬಂಧ ಪಟ್ಟಂತೆ

ಈ) ಮನರಂಜನೆಗೆ

ಉ) ಇತರೆ

ಊ) ಯಾವುದಕ್ಕೂ ಇಲ್ಲ

### IV. ಸಾಮಾಜಿಕ ಕಾರ್ಯಚಟುವಟಿಕೆಗಳಲ್ಲಿ ಭಾಗವಹಿಸುವಿಕೆ

ನೀವು ಯಾವುದಾದರೂ ಸಾಮಾಜಿಕ ಸಂಘ ಸಂಸ್ಥೆಗಳ ಸದಸ್ಯರಾಗಿದ್ದೀರಾ

: ಹೌದು/ಇಲ್ಲ

ಹೌದಾದಲ್ಲಿ ಈ ಕೆಳಗಿನ ವಿವರಣೆ ನೀಡಿ.

ಅ.ಸಂ	ಸಂಘ ಸಂಸ್ಥೆಗಳ ಹೆಸರು	ಭಾಗವಹಿಸುವಿಕೆ ರೀತಿ		ಭಾಗವಹಿಸುವಿಕೆ ಪ್ರಮಾಣ		
		ಸದಸ್ಯ	ಪದಾಧಿಕಾರಿ	ಯಾವಾಗಲೂ	ಕೆಲವೊಮ್ಮೆ	ಇಲ್ಲವೇ ಇಲ್ಲ
	ಸಹಕಾರ ಸಂಘ					
	ಯುವಕ ಸಂಘ					
	ಧಾರ್ಮಿಕ ಸಂಘ					
	ಮಹಿಳಾ ಮಂಡಳಿ					
	ಸ್ವಸಹಾಯ ಸಂಘ					
	ಸ್ತ್ರೀಶಕ್ತಿ ಸಂಘ					
	ಶಾಲಾಭಿವೃದ್ಧಿ ಸಮಿತಿ					
	ಇತರೆ					

**V. ವಿಸ್ತರಣಾ ಚಟುವಟಿಕೆಗಳಲ್ಲಿ ಭಾಗವಹಿಸುವಿಕೆ.**

ಅ.ಸಂ	ಉಲ್ಲೇಖ	ಪ್ರತಿಕ್ರಿಯೆ	
		ಹೌದು	ಇಲ್ಲ
1	ತೋಟಗಾರಿಕೆ ಪ್ರಾತ್ಯಕ್ಷಿಕೆಯನ್ನು ನನ್ನ ಕ್ಷೇತ್ರದಲ್ಲಿ ಕೈಕೊಂಡಿದ್ದೇನೆ.		
2	ವಿಸ್ತರಣಾ ಕಾರ್ಯಕರ್ತರ ಜೊತೆ ಚರ್ಚಿಸುತ್ತೇನೆ.		
3	ವಿಸ್ತರಣಾ ಸಭೆಗಳಲ್ಲಿ ಭಾಗವಹಿಸುತ್ತೇನೆ.		
4	ರೈತರ ಹೊಲಗಳಲ್ಲಿ ಆಯೋಜಿಸಿದ ಕ್ಷೇತ್ರೋತ್ಸವದಲ್ಲಿ ಭಾಗವಹಿಸುತ್ತೇನೆ.		
5	ಪಕ್ಕದ ರೈತನ ಜಮೀನಿನಲ್ಲಿ ಕೈಕೊಂಡಿರುವ ಪ್ರಾತ್ಯಕ್ಷಿಕೆಯನ್ನು ನೋಡಿರುತ್ತೇನೆ ಹಾಗೂ ಅವನೊಡನೆ ಚರ್ಚಿಸುತ್ತೇನೆ.		
6	ಕೃಷಿ ಮೇಳದಲ್ಲಿ ಭಾಗವಹಿಸುತ್ತೇನೆ.		
7	ತೋಟಗಾರಿಕೆ/ಕೃಷಿ ವಸ್ತು ಪ್ರದರ್ಶನದಲ್ಲಿ ಭಾಗವಹಿಸಿರುತ್ತೇನೆ.		
8	ವಿಸ್ತರಣಾ ಪ್ರಕಟಣೆಗಳನ್ನು ಓದುತ್ತೇನೆ.		
9	ತರಬೇತಿ ಕಾರ್ಯಕ್ರಮಗಳಲ್ಲಿ ಭಾಗವಹಿಸುತ್ತೇನೆ.		

**VI. ಸಮೂಹ ಮಾಧ್ಯಮಗಳಲ್ಲಿ ಭಾಗವಹಿಸುವಿಕೆ**

i) ನೀವು ಯಾವುದಾದರೂ ದಿನ ಪತ್ರಿಕೆ / ನಿಯತಕಾಲಿಕೆಗಳಿಗೆ ಚಂದಾದಾರರಾಗಿದ್ದೀರಾ ?

ಹೌದಾದಲ್ಲಿ ಈ ಕೆಳಗಿನ ವಿವರಣೆ ನೀಡಿ.

ಅ.ಸಂ	ಸಮೂಹ ಮಾಧ್ಯಮ	ಸ್ವಂತ/ ಚಂದಾದಾರ	ಓದುವ ಹವ್ಯಾಸ		
			ಯಾವಾಗಲೂ	ಕೆಲವೊಮ್ಮೆ	ಇಲ್ಲವೇ ಇಲ್ಲ
ಅ.	ದಿನಪತ್ರಿಕೆ 1. 2. 3.				
ಬ.	ಸಾಮಾನ್ಯ ಮ್ಯಾಗಜಿನ್ 1. 2. 3.				
ಕ.	ಕೃಷಿಗೆ ಸಂಬಂಧಿಸಿದ ಪುಸ್ತಕ 1. ಕೃಷಿ ಮುನ್ನಡೆ 2. ತೋಟಗಾರಿಕೆ ಆಧುನಿಕ ಬೇಸಾಯ ಕ್ರಮಗಳು 3. ಕೃಷಿ ಮಿತ್ರ 4. ಅನ್ನದಾತ 5. ಇತರೆ				

ii) ನೀವು ರೇಡಿಯೋಸೆಟ್ ಹೊಂದಿದ್ದೀರಾ ? ಹೌದು/ಇಲ್ಲ

ಹೌದಾದಲ್ಲಿ

ನೀವು ಕೇಳುವುದು : ಅ) ಸಾಮಾನ್ಯ ಕಾರ್ಯಕ್ರಮ : ಯಾವಾಗಲೂ/ಕೆಲವೊಮ್ಮೆ/ಇಲ್ಲವೇ ಇಲ್ಲ

ಬ) ಕೃಷಿ/ ತೋಟಗಾರಿಕೆ ಕಾರ್ಯಕ್ರಮ : ಯಾವಾಗಲೂ/ಕೆಲವೊಮ್ಮೆ/ಇಲ್ಲವೇ ಇಲ್ಲ

iii) ನೀವು ಟಿ.ವಿ.ಯನ್ನು ಹೊಂದಿದ್ದೀರಾ ಹೌದು/ಇಲ್ಲ

ಅ) ಸಾಮಾನ್ಯ ಕಾರ್ಯಕ್ರಮ : ಯಾವಾಗಲೂ/ಕೆಲವೊಮ್ಮೆ/ಇಲ್ಲವೇ ಇಲ್ಲ

ಬ) ಕೃಷಿ/ ತೋಟಗಾರಿಕೆ ಕಾರ್ಯಕ್ರಮ : ಯಾವಾಗಲೂ/ಕೆಲವೊಮ್ಮೆ/ಇಲ್ಲವೇ ಇಲ್ಲ

**VII. ವಿವಿಧ ಮೌಲ್ಯಗಳ ಬಗ್ಗೆ ಪಂಚಾಯತರಾಜ ಸಂಸ್ಥೆಯ ಅಧ್ಯಕ್ಷರ ಧೋರಣೆ ಕುರಿತು ವಿಶ್ಲೇಷಣೆ.**

**ಬಾಹ್ಯ ಜಗತ್ತಿನತ್ತ ಒಲವು : ಸ್ಥಳೀಯ ಮನೋಧರ್ಮ**

1. ತೋಟಗಾರಿಕೆ ಅಭಿವೃದ್ಧಿ ಚಟುವಟಿಕೆಗಿಳಿ ಕುರಿತು ಮಹತ್ವದ ವಿಷಯವನ್ನು ತಿಳಿದುಕೊಳ್ಳಲು ನಾನು

: ಹೌದು/ಇಲ್ಲ

ಸಂಬಂಧಿಸಿದ ಹೊರಗಿನ ಉಪಯುಕ್ತ ಮೌಲ್ಯಗಳ ಜೋತೆ ಸಂಪರ್ಕವಿಟ್ಟುಕೊಳ್ಳಬೇಕು .

2.ತೋಟಗಾರಿಕೆ ಅಭಿವೃದ್ಧಿ ಚಟುವಟಿಕೆಗಳ ಕುರಿತಾದ ಮಾಹಿತಿಯನ್ನು ಹಳ್ಳಿಯಲ್ಲಿಯೇ ಸ್ಥಳೀಯರ

: ಹೌದು/ಇಲ್ಲ

ಮೂಲಗಳಿಂದ ಪಡೆಯಬಹುದು.

**ವೈಜ್ಞಾನಿಕತೆ : ದೈವೀಕತೆ.**

1) ಸುಧಾರಿತ ತೋಟಗಾರಿಕೆ ಬೇಸಾಯ ಕ್ರಮಗಳಿಂದ ಹೆಚ್ಚಿನ ಲಾಭ ಪಡೆಯಬಹುದು

: ಹೌದು/ಇಲ್ಲ

2.ಆಧುನಿಕ ತೋಟಗಾರಿಕೆ ಬೇಸಾಯ ಕ್ರಮಗಳು ಪ್ರಗತಿ ಮತ್ತು ನಮ್ಮ ಜೀವನ ದೇವರಿಂದ ಮೊದಲೇ

: ಹೌದು/ಇಲ್ಲ

ನಿಗದಿಪಡಿಸಲ್ಪಟ್ಟಿರುತ್ತದೆ.

**ಧಾರಾಳತೆ : ಸಂಪ್ರದಾಯಕತೆ**

1) ದೇವರು ಇಚ್ಛಿಸಲಿ ಅಥವಾ ಇಚ್ಛಿಸದೇ ಇರಲಿ ವ್ಯವಸ್ಥಿತರೀತಿಯಲ್ಲಿ ಆಧುನಿಕ ತೋಟಗಾರಿಕೆ

ಬೇಸಾಯ ಕ್ರಮ ಅಳವಡಿಸಿ ಬೇಸಾಯ ಮಾಡಿದವನು ಹೆಚ್ಚಿನ ಲಾಭ ಪಡೆಯುತ್ತಾನೆ.

: ಹೌದು/ಇಲ್ಲ

2) ನಾವು ಆಧುನಿಕ ತೋಟಗಾರಿಕೆ ಕ್ರಮವನ್ನನುಸರಿಸುವುದರಿಂದ ವಿನಾಕಾರಣ ಸಮಸ್ಯೆಗಳುಂಟಾಗಿ

ಹಾನಿಗೊಳಗಾಗುತ್ತೇನೆ.

: ಹೌದು/ಇಲ್ಲ

**ಹೆಚ್ಚಿನ ಉತ್ಪಾದನೆ : ಕಡಿಮೆ ಉತ್ಪಾದನೆ**

1. ಈರ್ಷ್ಯ ನಾನು ಹಿಂದಿನಂತೆ ತೋಟಗಾರಿಕೆ ಬೇಸಾಯ ಪದ್ಧತಿ ಅನುಸರಿಸಿದರೆ ಹೆಚ್ಚಿನ

ಸಮಸ್ಯೆಗಳುಂಟಾಗಬಹುದೇಂಬ ಅನಿಸಿಕೆ ಇದೇ.

: ಹೌದು/ಇಲ್ಲ

2. ನನಗೆ ಹೋದ ವರ್ಷದ ಆದಾಯದ ಬಗ್ಗೆ ಸಂತೃಪ್ತಿ ಇದೇ.

: ಹೌದು/ಇಲ್ಲ

3. ನಾನು ನಮ್ಮ ಊರಿನ ಇತರರಿಗಿಂತಲೂ ಉತ್ತಮ ಸ್ಥಾನ ಮಾನ ಪಡೆಯಬಯಸುವೇನು.

: ಹೌದು/ಇಲ್ಲ

4. ನನಗೆ ನನ್ನ ಸದ್ಯದ ಸ್ಥಾನಮಾನದ ಬಗ್ಗೆ ತೃಪ್ತಿಯಿದೆ.

: ಹೌದು/ಇಲ್ಲ

### VIII. ತೀರ್ಮಾನ ಕೈಗೊಳ್ಳುವಿಕೆ ಸಾಮರ್ಥ್ಯ

ಕೆಳಕಾಣಿಸಿದ ಉಲ್ಲೇಖಗಳಿಗೆ ತಮ್ಮ ಪ್ರತಿಕ್ರಿಯೆಯನ್ನು ವ್ಯಕ್ತಪಡಿಸಿರಿ.

ಕ್ರ.ಸಂ	ಉಲ್ಲೇಖ	ಪ್ರತಿಕ್ರಿಯೆ		
		ಸಂಪೂರ್ಣ ಸಮೃತ್ತಿ	ಸಮೃತ್ತಿ	ಅಸಮೃತ್ತಿ
1.	ಸಮುದಾಯದ ಯಾವುದೇ ಜ್ವಲಂತೆ ಸಮಸ್ಯೆಗೆ ಅಂತಿಮ ತೀರ್ಮಾನವನ್ನು ಕೇವಲ ಒಬ್ಬ ವ್ಯಕ್ತಿಯೇ ತೆಗೆದುಕೊಳ್ಳಬಾರದು.			
2.	ಇತರರು ಸ್ವತಂತ್ರವಾಗಿ ತೀರ್ಮಾನವನ್ನು ಕೈಕೊಳ್ಳಲು ಅವರ ಮೇಲೆ ಪ್ರಭಾವವನ್ನು ಬೀರುವುದು ಒಳಿತು.			
3.	ಸಮಸ್ಯೆಗಳು ಏನೇ ಇದ್ದರೂ ಸಮಿತಿಯು ಕೈಕೊಂಡ ತೀರ್ಮಾನದಂತೆ ನಾವು ವರ್ತಿಸುವುದು ಒಳಿತು.			
4.	ತನಗಾಗಿ ಅಥವಾ ತನ್ನ ಅನುಯಾಯಿ/ಹಿಂಬಾಲಕರಿಗಾಗಿ ಲಾಭದಾಯವಾಗುವಂತಿದ್ದರೆ ತೀರ್ಮಾನವನ್ನು ಕೈಗೊಳ್ಳುವುದು ಒಳಿತು.			

### IX. ಪ್ರಯಾಸ ಕೈಗೊಳ್ಳುವ ಸಾಮರ್ಥ್ಯ

ಕ್ರ.ಸಂ	ಉಲ್ಲೇಖ	ಪ್ರತಿಕ್ರಿಯೆ		
		ಸಂಪೂರ್ಣ ಸಮೃತ್ತಿ	ಸಮೃತ್ತಿ	ಅಸಮೃತ್ತಿ
1.	ನಾವು ನಮ್ಮ ಮನೆ/ಹೊಲ ಮತ್ತು ಕಚೇರಿಗಳಲ್ಲಿ ಕಠಿಣ ಪರಿಶ್ರಮದಿಂದ ಕೆಲಸ ಮಾಡಬೇಕು.			
2.	ಗ್ರಾಮ ಪಂಚಾಯತ್ ಹಾಗೂ ಗ್ರಾಮದ ಅಧಿಕಾರಿಗಳ ನಿರ್ವಹಣೆಯನ್ನು ತಿಳಿದುಕೊಳ್ಳಲು ನಾವು ಅತಿಯಾಗಿ ಪ್ರಯತ್ನಿಸಬೇಕು.			
3.	ಗ್ರಾಮದ ಉನ್ನತಿಗಾಗಿ ಜಾರಿಗೊಳಿಸಲಾಗುವ ತೋಟಗಾರಿಕೆ ಅಭಿವೃದ್ಧಿ ಕಾರ್ಯಕ್ರಮದಲ್ಲಿ ನಮ್ಮನ್ನು ತೊಡಗಿಸಿಕೊಂಡು ಭಾಗವಹಿಸಬೇಕು.			
4.	ಸಾಮಾನ್ಯವಾಗಿ ಇತರರಿಗಿಂತ ಹೆಚ್ಚು ಪ್ರಯಾಸ ಪಡಲು ಇಚ್ಛಿಸುವ ವ್ಯಕ್ತಿ ಆರ್ಥಿಕವಾಗಿ ಉತ್ತಮ ಬೆಳವಣಿಗೆ ಸಾಧಿಸುತ್ತಾನೆ.			
5.	ಇತರರು ಯಶಸ್ವಿಯಾಗಿ ಪ್ರಯತ್ನಿಸದೆ ಕೇವಲ ಒಬ್ಬ ವ್ಯಕ್ತಿ ಯಾವುದೇ ಅಥವಾ ಎಲ್ಲಾ ಜವಾಬ್ದಾರಿಗಳನ್ನು ತೆಗೆದುಕೊಳ್ಳ/ಹೊತ್ತುಕೊಳ್ಳಬಾರದು.			

## X. ಸ್ವಅಭಿ ಪ್ರೇರಣೆ

1. ಯಶಸ್ಸು ಭವಿಷ್ಯದಲ್ಲಿ ಮೂಡುವ ಸಮಸ್ಯೆಗಳಿಗೆ ಪರಿಹಾರ ತೋರುವುದೇ ವಿನಃ ಕೇವಲ ಸದ್ಯದ ಸ್ಥಿತಿಯ ಉಲ್ಲಾಸದಾಯಕ ಭಾವನೆಗಳನ್ನಲ್ಲಿ,  
ಬಲವಾಗಿ ಸಮ್ಮತಿಸುವೆ/ ಸಮ್ಮತಿಸುವೆ/ ಅನಿಶ್ಚಿತ/ ಅಸಮ್ಮತಿ/ ಬಲವಾಗಿ ಅಸಮ್ಮತಿಸುವೆ
2. ನಿಮ್ಮ ಎಲ್ಲ ಪ್ರಯತ್ನಗಳು ಇಂದು ನಿರ್ದಿಷ್ಟವಾದ ಗುರಿಯೆಡೆಗೆ ನಿರ್ದೇಶಿತವಾಗಿವೆ ಎಂಬುದು ಎಷ್ಟರ ಮಟ್ಟಿಗೆ ಸತ್ಯ?  
ಸರ್ವಸಾಮಾನ್ಯ/ ಅಷ್ಟಾಗಿ ಸತ್ಯವಲ್ಲ/ ಸತ್ಯವಲ್ಲ/ ಸಾಮಾನ್ಯವಾಗಿ ಸರಿ ಇದೆ/ ಸಂಪೂರ್ಣ ಸತ್ಯವಿದೆ.
3. ಇತರರನ್ನು ಮೀರಿಸುವ ಅವಕಾಶಗಳನ್ನು ನೀವು ಹೇಗೆ ಮತ್ತು ಯಾವಾಗ ಹುಡುಕುವಿರಿ.  
ಕ್ಷಚಿತ/ ಆಗಾಗ/ ಸುಮಾರು ಅರ್ಧದಷ್ಟು/ ಪದೆ ಪದೇ/ ಯಾವಾಗಲೂ
4. ನೀವು ಅಯಶಸ್ವಿಯಾಗುವಿರನ್ನುವಂತಹ ಕೆಲಸವನ್ನು ಕೈಕೊಳ್ಳುವಾಗ  
ಮುಜುಗರ/ ಗಲಿಬಲಿ/ ಗೊಂದಲಗೊಳ್ಳುತ್ತೀರಾ?/ ಕ್ಷಚಿತ/ ಆಗಾಗ/ಸುಮಾರು ಅರ್ಧದಷ್ಟು/ ಪದೆ ಪದೇ/  
ಯಾವಾಗಲೂ
5. ಸ್ವಮೌಲ್ಯ ಮಾಪನಕ್ಕೆ ಒಳಪಡುವ ಸಾಧ್ಯತೆಗಳಿರುವ ಸನ್ನಿವೇಶಗಳನ್ನು ನೀವು ಹೇಗೆ ತಪ್ಪಿಸಲು ಪ್ರಯತ್ನಿಸುತ್ತೀರಿ.  
ಯಾವಾಗಲೂ/ ಬಹಳಷ್ಟು ಸಲ/ ಕೆಲವು ಸಲ/ ಅತೀ ಕಡಿಮೆ/ ಅತ್ಯಂತ ಕಡಿಮೆ
6. ಸಾಮಾನ್ಯವಾಗಿ ಎಷ್ಟು ಕ್ಷೇತ್ರಗಳಲ್ಲಿ ನಿವು ಯಶಸ್ವಿಯಾಗಿ ಕೆಲಸಮಾಡಬಹುದು ಹಾಗೆಂದು ನೀವು  
ತಿಳಿದುಕೊಂಡಿದ್ದೀರಾ?  
ಯಾವಾಗಲೂ/ ಬಹಳಷ್ಟು ಸಲ/ ಕೆಲವು ಸಲ/ ಅತೀ ಕಡಿಮೆ/ ಅತ್ಯಂತ ಕಡಿಮೆ

## II. ತೋಟಗಾರಿಕೆ ಅಭಿವೃದ್ಧಿ ವಿಷಯಕ್ಕೆ ಸಂಬಂಧಿಸಿದ ತಿಳುವಳಿಕೆಯ (ಜ್ಞಾನದ) ಮಹತ್ವವನ್ನು ಗುರುತಿಸುವಿಕೆ

1. ಯಾವ ಜಿಲ್ಲೆ ತೋಟಗಾರಿಕೆ ಜಿಲ್ಲೆಯೆಂದು ಕರ್ನಾಟಕ ಸರ್ಕಾರವು ಘೋಷಿಸಿದೆ.  
ಅ) ಬೀದರ ಬ) ಬೆಳಗಾವಿ ಕ) ಬಿಜಾಪುರ ಡ) ಕೋಲಾರ
2. ರಾಷ್ಟ್ರೀಯ ತೋಟಗಾರಿಕೆ ಅಭಿವೃದ್ಧಿ ಮಿಷನ್ ಬಗ್ಗೆ ನಿಮಗೆ ತಿಳಿದಿದೆಯೆ ?  
ಅ) ಹೌದು ಬ) ಇಲ್ಲ
3. ಈ ಯೋಜನೆಯಡಿ ಯಾವ ತೋಟಗಾರಿಕೆ ಬೆಳೆಗಳಿಗೆ ಸಹಾಯಧನ ಲಭ್ಯವಿದೆ.  
ಅ) ಪೇರು ಬ) ದ್ರಾಕ್ಷಿ ಮತ್ತು ದಾಳಿಂಬೆ ಕ) ಪಪಾಯ ಡ) ಭಾರೆ
4. ತೋಟಗಾರಿಕೆ ಅಭಿವೃದ್ಧಿಗೆ ನೀಡುವ ಸಹಾಯ ಧನ ವೆಂದರೇನು ?  
ಅ) ಮರುಪಾವತಿ ಮಾಡುವ ಹಣಕಾಸಿನ ಸೌಲಭ್ಯ ಬ) ಮರುಪಾವತಿ ಮಾಡದ ಹಣಕಾಸಿನ ಸೌಲಭ್ಯ
5. ತೋಟಗಾರಿಕೆ ಬೆಳೆಗಳಿಗೆ ಅಳವಡಿಸಲಾಗುವ ಹನಿ ನೀರಾವರಿ ಸಲಕರಣೆಗಳಿಗೆ ದೊರಕುವ ಸಹಾಯ ಧನದ ಪ್ರಮಾಣ  
ಅ) 100% ಬ) 50%

6. ತೋಟಗಾರಿಕೆ ಬೆಳೆಗಳಿಗೆ ಸಹಾಯಧನವನ್ನು ನೀಡುವ ಆಧಾರ ಅಂಶ  
 ಅ) ಭೂ ಹಿಡುವಳಿ ಬ) ಆರ್ಥಿಕ ಮಾನದಂಡ ಕ) ಶೈಕ್ಷಣಿಕ ಅರ್ಹತೆ, ತರಬೇತಿ
7. ದ್ರಾಕ್ಷಿ ಮತ್ತು ದಾಳಿಂಬೆ ಬೇಸಾಯಕ್ಕೆ ಸಂಬಂಧಿಸಿದಂತೆ ಈ ಕೆಳಗಾಣಿಸಿದ ಯಾವ ಸಲಕರಣೆ ಖರೀದಿ ಚಟುವಟಿಕೆಗಳಿಗೆ ಇಲಾಖೆಯ ಸಹಾಯಧನ ದೊರಕುತ್ತಿದೆ.
1. ಭೂಮಿ ಹದಮಾಡಲು - ಇದೆ/ಇಲ್ಲ
  2. ಸಸಿಗಳನ್ನು ಖರೀದಿಸಲು - ಹೌದು/ಇಲ್ಲ
  3. ಜಮೀನು ಖರೀದಿಸಲು - ಹೌದು/ಇಲ್ಲ
  4. ಬೋರ್‌ವೆಲ್ಲ / ಭಾವಿ ತೋಡಲು - ಹೌದು/ಇಲ್ಲ
  5. ತಂತಿ ಬೇಲಿ ಹಾಕಲು - ಹೌದು/ಇಲ್ಲ
  6. ಪಾಮ್ ಹೌಸ್ ನಿರ್ಮಿಸಲು - ಹೌದು/ಇಲ್ಲ
  7. ಸಂಸ್ಕರಣ ಘಟಕ ಸ್ಥಾಪಿಸಲು - ಹೌದು/ಇಲ್ಲ
  8. ಉಗ್ರಾಣ ನಿರ್ಮಿಸಲು - ಹೌದು/ಇಲ್ಲ
  9. ಮಾಹಿತಿ ತಂತ್ರಜ್ಞಾನ ಸಲಕರಣೆ ಅಳವಡಿಸಲು - ಹೌದು/ಇಲ್ಲ
  10. ಸರಕು ಸಾಗಾಣೆ ಪೋನ್ ಖರೀದಿಸಲು - ಹೌದು/ಇಲ್ಲ
  11. ಸ್ವಯಂ ಚಾಲಿತ ರಾಸಾಯನಿಕಗಳ ಸಿಂಪರಣೆ - ಹೌದು/ಇಲ್ಲ
  12. ಬೇಸಾಯಗಾರರು ರೈತರ ಪ್ರವಾಸ ಕೈಕೊಳ್ಳಲು - ಹೌದು/ಇಲ್ಲ
  13. ಪ್ಯಾಕಿಂಗ್ ಸಲಕರಣೆಗಳು - ಹೌದು/ಇಲ್ಲ
  14. ಪ್ರಯೋಗಾಲಯ ಸ್ಥಾಪನೆ - ಹೌದು/ಇಲ್ಲ
  15. ಶೀತಲಗೃಹ ನಿರ್ಮಾಣಕ್ಕೆ - ಹೌದು/ಇಲ್ಲ
  16. ತಜ್ಞರ ತಾಂತ್ರಿಕ ಮಾಹಿತಿ ಪಡೆಯಲು - ಹೌದು/ಇಲ್ಲ
  17. ವಿಮಾ ಸೌಲಭ್ಯ ವಿಸ್ತರಣೆಗಾಗಿ - ಹೌದು/ಇಲ್ಲ
  18. ರಾಸಾಯನಿಕ ಗೊಬ್ಬರ ಮತ್ತು ಕೀಟನಾಶಕ ಖರೀದಿಸಲು - ಹೌದು/ಇಲ್ಲ
  19. ಜೈವಿಕ ಗೊಬ್ಬರಗಳ ಖರೀದಿಗಾಗಿ - ಹೌದು/ಇಲ್ಲ
  20. ಎರೆ ಹುಳು ಗೊಬ್ಬರದ ಖರೀದಿಗಾಗಿ - ಹೌದು/ಇಲ್ಲ
  21. ಮೌಲ್ಯವೃದ್ಧಿ ಉತ್ಪನ್ನಗಳಿಗೆ - ಹೌದು/ಇಲ್ಲ

8. ತೋಟಗಾರಿಕೆ ಇಲಾಖೆಯಲ್ಲಿ ಚಾಲ್ತಿಯಲ್ಲಿರುವ ಎರಡು ತೋಟಗಾರಿಕೆ ಅಭಿವೃದ್ಧಿ ಯೋಜನೆಗಳು ನಿಮಗೆ ಗೊತ್ತೇ ?

ಅ) ರಾಷ್ಟ್ರೀಯ ತೋಟಗಾರಿಕಾ ಮಿಷನ್ ಬ)ಹನಿ ನೀರಾವರಿ ಕ)ಸಸ್ಯಾಭಿವೃದ್ಧಿ ಡ)ನೂರು ಬಾವಿ ಯೋಜನೆ

ಇ) ಹೊಲಕ್ಕೆ ಕೂಡು ರಸ್ತೆ ನಿರ್ಮಾಣ ಯೋಜನೆ

9. ಬಿಜಾಪುರ ಜಿಲ್ಲೆಯಲ್ಲಿ ಬೆಳೆಯುವ ಪ್ರಮುಖ ದ್ರಾಕ್ಷಿ ತಳಿಗಳಾವವು?

ಅ) ಥಾಮಸನ್ ಸೀಡಲೆಸ್ ಬ) ಬೆಂಗಳೂರು ಬಲ್ಲ

10. ದ್ರಾಕ್ಷಿಯಲ್ಲಿ ಬೆಳೆಯಲ್ಲಿ ಚಾಟ್ನಿಯನ್ನು ಯಾವ ತಿಂಗಳಲ್ಲಿ ಕೈಕೊಳ್ಳಲಾಗುವುದು ?

ಅ) ಏಪ್ರಿಲ್ ಅಕ್ಟೋಬರ ಬ)ಜೂನ್-ಜುಲೈ

11. ಬಿಜಾಪುರ ಜಿಲ್ಲೆಯಲ್ಲಿ ಬೆಳೆಯುವ ಪ್ರಮುಖ ದಾಳಿಂಬೆ ತಳಿಗಳಾವವು ?

ಅ) ಗಣೇಶ ಮತ್ತು ಆರಕ್ತಾ ಬ) ಜ್ಯೋತಿ ಕ) ಕೇಸರ

12. ಕೆಳಗಿನ ಯಾವ ತೋಟಗಾರಿಕೆ ಬೆಳೆಗಳಲ್ಲಿ ಸಸ್ಯ ವರ್ಧಕ (ಜಿ.ಎ)ಯನ್ನು ಉಪಯೋಗಿಸಲಾಗುತ್ತದೆ ?

ಅ) ದಾಳಿಂಬೆ ಬ) ದ್ರಾಕ್ಷಿ

13. ಸೊರಗು ರೋಗ ಹಾಗೂ ದುಂಡಾಣು ಅಂಗಮಾರಿ ರೋಗಗಳು ಯಾವ ಬೆಳೆಗಳಲ್ಲಿ ಸಾಮಾನ್ಯವಾಗಿ ಕಾಣಿಸಿಕೊಳ್ಳುತ್ತವೆ ?

ಅ) ದಾಳಿಂಬೆ ಬ) ದ್ರಾಕ್ಷಿ

14. ಬೂದಿ ರಟಗ ಬೂಜು ತಿಪ್ಪಟ ರೋಗ ಹಾಗೂ ಚಿಬ್ಬುರೋಗ ಯಾವ ಬೆಳೆಗಳಲ್ಲಿ ಸಾಮಾನ್ಯವಾಗಿ ಕಾಣಿಸಿಕೊಳ್ಳುತ್ತವೆ.

ಅ) ದಾಳಿಂಬೆ ಬ) ದ್ರಾಕ್ಷಿ

15. ದ್ರಾಕ್ಷಿಯಲ್ಲಿ ಸಕ್ಕರೆ ಪ್ರಮಾಣವನ್ನು ಕಂಡುಹಿಡಿಯುವ ಪದ್ಧತಿ ಯಾವುದು ?

ಅ) ಬ್ರಿಕ್ಸ್ ಪದ್ಧತಿ ಬ)ಪ್ರತಿಶತ ಪ್ರಮಾಣ ಪದ್ಧತಿ

16.ಪೆಂಡಾಲ್ ಮತ್ತು ಟೆಲಿಪೋನ್ ಪದ್ಧತಿಯನ್ನು ಯಾವ ಬೆಳೆಗಳನ್ನು ಬೆಳೆಸಲು ಉಪಯೋಗಿಸುತ್ತವೆ ?

ಅ) ದಾಳಿಂಬೆ ಬ) ದ್ರಾಕ್ಷಿ

17. ಅಧಿಕ ಖರ್ಚಿನ ಎರೆಗೊಬ್ಬರ ಉತ್ಪಾದನಾ ಘಟಕ ಸ್ಥಾಪನೆಗೆ ನೀಡುವ ಸಹಾಯ ಧನವೆಷ್ಟು ?

ಅ) ಹತ್ತು ಸಾವಿರ ಬ) ಮೂವತ್ತು ಸಾವಿರ ಕ) ಐವತ್ತು ಸಾವಿರ

18. ಕ್ಷೇತ್ರ ಹೊಂಡದ ಕನಿಷ್ಠ ಅಳತೆ ಎಷ್ಟು ?

ಅ) ಅರ್ಧಎಕರೆ ಬ) ಕಾಲು ಎಕರೆ ಇ) ಒಂದು ಗುಂಟೆ

19.ಸಮುದಾಯ ಟ್ಯಾಂಕ್ ನಿರ್ವಹಣೆಯ ಒಂದು ಅತ್ಯುತ್ತಮ ಉದಾಹರಣೆ.

ಅ) ಪಾನಿ ಪಂಚಾಯತ್ ಬ) ರೈತರ ಸಹಕಾರ ಸಂಘಗಳು

20. ಸಮುದಾಯ ಟ್ಯಾಂಕ್ ನಿರ್ಮಾಣಕ್ಕೆ ಸಿಗುವ ಗರಿಷ್ಠ ಸಹಾಯಧನವೆಷ್ಟು ?

ಅ) ಐದು ಲಕ್ಷ ಬ) ಹತ್ತು ಲಕ್ಷ ಕ) ಹದಿನೈದು ಲಕ್ಷ

21. ರಾಷ್ಟ್ರೀಯ ತೋಟಗಾರಿಕೆ ಮಿಷನ್ ಅಡಿಯಲ್ಲಿ ಈ ಕೆಳಗಿನ ಯಾವುದನ್ನು ಪ್ರೋತ್ಸಾಹಿಸಲಾಗುತ್ತದೆ ?

ಅ) ಗುಂಪು ಸ್ಥಾಪನೆಗೆ ಬ) ವಯಕ್ತಿಕ ರೈತರ ಅಭಿವೃದ್ಧಿ ಕ)

22. ತೋಟಗಾರಿಕೆಯಲ್ಲಿ ಸಾವಯವ ತೋಟಗಾರಿಕೆ ರೈತರ ಸ್ವಸಹಾಯ ಸ್ಥಾಪನೆಗೆ ಪ್ರಥಮ ವರ್ಷಕ್ಕೆ ಎಷ್ಟು ಉತ್ತೇಜನ

ಹಣ ನೀಡಲಾಗುತ್ತದೆ ?

ಅ) ಎರಡು ನೂರು ರೂಪಾಯಿ ಬ) ಸಾವಿರ ರೂಪಾಯಿಗಳು ಕ) ಐದು ನೂರು ರೂಪಾಯಿಗಳು

23. ಈ ಕೆಳಗಿನ ಯಾವ ಸಂಸ್ಥೆಗಳಲ್ಲಿ ರೈತರಿಗೆ ತೋಟಗಾರಿಕೆ ಬೆಳೆಗಳ ಕುರಿತು ತರಬೇತಿ ನೀಡಲಾಗುತ್ತದೆ ?

ಅ) ಕೃಷಿ ವಿಜ್ಞಾನ ಕೇಂದ್ರಗಳು ಬ) ಕೃಷಿ ಇಲಾಖೆ

**III.** ಪಂಚಾಯತ್ ರಾಜ್ ಸಂಸ್ಥೆಗಳು ಅತ್ಯುತ್ತಮವಾಗಿ ಕಾರ್ಯನಿರ್ವಹಣೆ ಕೈಕೊಳ್ಳಲು ನಿಮ್ಮ ಅಮೂಲ್ಯ ಸಲಹೆಗಳೇನು ?

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**Appendix VII: Statement showing the taluk-wise area, production, yield of the horticulture crops, in Bijapur district of Karnataka state**

Sl. No.	Name of the taluk	Area	Production	Yield
1	B. Bagewadi	409. 00	6675. 00	0. 00
2	Bijapur	4923. 00	69215. 00	0. 00
3	Indi	2515. 00	56220. 00	0. 00
4	Sindagi	893. 00	17486. 00	0. 00
5	Muddebihal	199. 00	2880. 00	0. 00
	<b>Total</b>	<b>8939. 00</b>	<b>2880. 0</b>	<b>0. 00</b>

**Statement showing the taluk-wise Area, Production, Yield of the total pomegranate fruit Crop, in Bijapur District of Karnataka state**

Sl. No.	Name of the taluk	Area	Production	Yield
1	B. Bagewadi	31. 00	204. 00	4. 00
2	Bijapur	80. 00	3920. 00	4. 00
3	Indi	25. 00	100. 00	4. 00
4	Sindagi	13. 00	292. 00	4. 00
5	Muddebihal	24. 00	90. 00	4. 00
	<b>Total</b>	<b>1153. 00</b>	<b>4612. 00</b>	<b>4. 00</b>

**Statement showing the taluk-wise Area, Production, Yield of the grapes, in Bijapur District of Karnataka state**

Sl. No.	Name of the taluk	Area	Production	Yield
1	B. Bagewadi	61. 00	915. 00	15. 00
2	Bijapur	3204. 00	4981. 00	15. 55
3	Indi	191. 00	3115. 00	16. 31
4	Sindagi	63. 00	1045. 00	16. 59
5	Muddebihal	13. 00	195. 00	15. 00
	<b>Total</b>	<b>3532. 00</b>	<b>55080. 00</b>	<b>15. 59</b>

**Appendix VIIIa: List of presidents of Panchayat Raj Institution, Bijapur**

Sl. No.	Name	Panchayat Name	SEX	caste
1.	Apsara Begum Chapparaband	Bijapur Z.P	F	OBC
2.	Kousar Niyaz Attar	Bijapur T.P	M	OBC
3.	Kamalabai. B. Nayak	Aahari	F	SC
4.	Mahiendrakumar T. Naik	Aliyabad	M	SC
5.	Siddappa. B. Ganigare	Arjunagi	M	OBC
6.	Shankar. M. Manavar	Arakeri	M	OBC
7.	Gangabai. M. Koutayl	Bbaleshawar	F	GM
8.	Baby. C. Chavan	Baratagi	F	SC
9.	Ravasab. B. Biradar	Bijjaragi	M	GM
10.	Somavva. D. Sullad	Devargannur	F	GM
11.	Sadashiva. M. Sonnad	Gunadal	M	GM
12.	Mahadevi. S. Rathod	Gunaki	F	OBC
13.	Ramesh. M. Badri	Halagani	M	GM
14.	Shanthbai. G. Chikkalaki	Hittanalli	F	GM
15.	Aravind Malagar	Honawad	M	OBC
16.	Shivappa. N. Mulawad	Hunnuthagi	M	GM
17.	Shila. P. Chinadal	Hosur	F	GM
18.	Nagavva. V. Namagond	Jainapur	F	OBC
19.	Anil. M. Chavan	Jalageri	M	SC
20.	Rajeshawari. S. Pujari	Jambagi	F	GM
21.	Sangappa. M. Badigare	Jumanal	M	GM
22.	Kashibai. M. Kuradaddi	Khakandiki	F	OBC
23.	Sharada. M. Biradar	Kanamadi	F	OBC
24.	Ramesh. A. Belluandagi	Kannur	M	OBC
25.	Banappa. R. Bagali	Madhabai	M	OBC
26.	Shevau. G. Lamani	Makhanapur	M	SC
27.	Kousar. N. Attar	Mamadapur	F	OBC
28.	Suvarna. A. Arakeri	Nagathan	F	OBC
29.	Shivappa. L. Ukkali	Thiravi	M	GM
30.	Mamataj. B. Bhadasha	Thikota	F	OBC
31.	Eranna. S. Shivanagi	Shivanagi	M	GM
32.	Siddappa. R. Rabinal	Sarawad	M	GM
33.	Sidarai. L. Hiraekurabur	Nidoni	M	OBC
34.	Siddappa. N. Shdihal	Tajapur (h)	M	OBC
35.	Ratnabai. S. Gasti	Siddapur (k)	F	ST
36.	Chandravva. Y. Uppar	Ainapur	F	OBC
37.	Dondavva. M. Harijan	Kotayal	F	SC
38.	Rajendar. S. Mudanur	Hedgadihal	M	GM
39.	Bhgyashree. B. Daddimani	Kumatae	F	SC
40.	Gurunath. Y. Kunnur	Lohagava	M	SC
41.	Kashinath. A. Amarapur	Honaganahalli	M	OBC
42.	Sharada. M. Akki	Babanagar	F	GM
43.	Mamataj. A. Mulla	Gonasangi	F	OBC
44.	Vithoba. H. Karif	Takkalaki	M	OBC
45.	Mahadev. E. Kamble	Chole-chikkalaki	M	SC
46.	Amensab. R. Aligar	Kanamadi	M	OBC
47.	Kalappa. H. Harijan	Kambhagi	F	SC
48.	Golabai. F. Jadav	Hadagali	F	SC

Contd.....

**Appendix VIIIb: List of presidents of Panchayat Raj Institution, Indi**

Sl. No.	Name	Panchayat Name	SEX	caste
1.	Anasuya Naikodi	Indi T.P	F	OBC
2.	Shivarai S. Madegar	Koloragi	M	GM
3.	Shivalingavva D. Dodamani	Umarani	F	SC
4.	Gangavva. P. Madar	Khedagi	F	SC
5.	Chandravva. Y. Uppar	Hanjagi	F	OBC
6.	Nagubai. B. Patil	Kannur	F	GM
7.	Ratnavva. R. Elagare	Thidagundi	F	GM
8.	Parvati. K. Kumbhar	Lalasang	F	OBC
9.	Gurubai. L. Hosamani	Miragi	F	SC
10.	Parashuram. K. Masthar	Nivaragi	M	SC
11.	Ashok. J. Patil	Lachan	M	GM
12.	Bhimagond. S. Biradar	Dholkhed	M	OBC
13.	Mahathesh M. Biradar	Babalad	M	GM
14.	Bandagisab. D. Mulla	Nimbal. K. D	M	GM
15.	Namadev. R. Nayak	Hadalsang	M	GM
16.	Siddappa. J. Jabgond	Ravethagov	M	OBC
17.	Annappa. B. Ahirasang	Alur	M	GM
18.	Sunil. D. Biradar	Padanur	M	OBC
19.	Chandappa. B. Pujar	Anjutagi	M	GM
20.	Mahadevi. K. Nandagond	Nada. K. D	F	GM
21.	Gangavva. P. Madar	Khedagi	F	SC
22.	Sharanavva. E. Dodamani	Masali. B. K	F	SC
23.	Drupathi. M. Sumapur	Shirashad	F	SC
24.	Shivayogappa. S. Chanagond	Salotagi	M	OBC
25.	Chandrashekar. S. Pujari	Basanal	M	GM
26.	Sumaling. G. Sinnur	Nandhargi	M	OBC
27.	Shivarai . S. Madegar	Koloragi	M	GM
28.	Ramabai. B. Karajagi	Hirebevanur	F	GM
29.	Mahadevi. S. Masali	Nagathan	F	OBC
30.	Sharada. B. Biradar	Kanamadi	F	OBC
31.	Somappa. D. Sullad	Gunadal	M	GM
32.	Huchappa. V. Dodamani	Chikkabevanur	M	SC
33.	Shamala. B. Naikodi	Ahirasang	F	GM
34.	Shapari. M. Bagawan	Bhathgunaki	F	OBC
35.	Arjun. S. Dolli	Halasang	M	OBC
36.	Shoba. M. Tharapur	Tadavalaga	F	OBC
37.	Suresh. S. Jagalagi	Chadachan	M	OBC
38.	Namadev. R. Naik	Hadalsang	M	GM
39.	Sumitra. R. Kamble	Loni. B. K	F	SC
40.	Shanta. A. Hunnungar	Devar nimbaragi	F	GM
41.	Eranna. N. Hipparagi	Thamba	M	OBC
42.	Shivayogappa. S. Chanagond	Salotagi	M	OBC
43.	Basavaraj. H. Patil	Ballolli	M	GM
44.	Narasamma. S. Gunasagar	Rugi	F	SC
45.	Sangappa. L. Aravatti	Inchageri	M	GM

# **LEADERSHIP BEHAVIOUR OF PRESIDENTS OF PANCHAYAT RAJ INSTITUTIONS FOR HORTICULTURE DEVELOPMENT IN BIJAPUR DISTRICT OF KARNATAKA**

**RAVINDRA B. BELLI**

**2009**

**DR. D. M. CHANDARGI  
MAJOR ADVISOR**

## **ABSTRACT**

The study was conducted during 2007-08 in Bijapur district. Out of five taluks, two taluks (Bijapur and Indi) were purposively selected. The president of zilla panchayat, two taluk panchayats and 46 gram panchayat from Bijapur and 44 from Indi were selected for the study making a total sample size of 93. The important findings of the study were; nearly half (45.16%) of leaders were under large farmers category. The annual income of respondents was low (38.70%). Presidents mostly involved in all kinds of social activities i.e., medium social participation (39.78%), medium (40.86%) and high extension participation (30.11%), respectively. Majority of the respondents were cosmopolite, scientific, liberal and having higher aspirations with regard to their value orientation. Majority of the leaders had high decision making ability (51.62%), high risk orientation (44.09%) and high achievement motivation (44.09%).

Majority of the leaders were democratic in their pattern of leadership with consultative type (52.69%), followed by non democratic with autocratic pattern (8.60%) of leadership.

Large majority of presidents (90.32%) had knowledge about subsidy component followed by national horticulture mission (86.02%), procurement of horticulture seedlings (84.95%), package of practices (77.42%), horticulture training (36.56%). organic farming in horticulture (62.36%). Overall knowledge level of presidents about horticulture development was medium (56.98%), followed by high (24.72%) knowledge level

Out of 15 selected independent variables, eight exhibited highly positive and significant relationship with the leadership pattern. Further regression analysis revealed that five variables contributed significantly with the leadership pattern. Path analysis revealed that social participation (0.432), education (0.196) caused highest positive direct and total indirect effect, respectively.

Suggestions for effective performance include providing area and population based and regular allotment of funds to panchayats as suggested by majority (91.40%) of presidents, followed by providing proper training to newly elected members and office bearers regarding their roles and responsibilities (83.67%).