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Khusboo Raj

Research Scholar, Dairy Extension Division, ICAR-National Dairy Research Institute, Karnal, Haryana, India

Dr. K Ponnusamy

Principal Scientist, Dairy Extension Division, ICAR-National Dairy Research Institute, Karnal, Haryana, India

Kishore CN

Research Scholar, Dairy Extension Division, ICAR-National Dairy Research Institute, Karnal, Haryana, India

Mehrunnissa Begum

Research Scholar, Dairy Extension Division, ICAR-National Dairy Research Institute, Karnal, Haryana, India

Correspondence

Khusboo Raj

Research Scholar, Dairy Extension Division, ICAR-National Dairy Research Institute, Karnal, Haryana, India

Role performance of extension functionaries in promotion of public private partnership

Khusboo Raj, Dr. K Ponnusamy, Kishore CN and Mehrunnissa Begum

Abstract

The present study aimed to assess the role performance of private extension functionaries of J.K. Trust Gram Vikash Yojna which is running under Public Private Partnership Model (PPP) as judged by farmers in the field of dairying during 2017-18. The study was undertaken in Kaithal, Hissar and Mahendragarh districts which were chosen to represent three different Agro-climatic zones of Haryana. The ex-post facto research design was followed for the study by collecting data from 150 beneficiary farmers who were selected through simple random sampling by interview schedule. Majority (98.00%) of the farmers were satisfied with the service provided by Gopal. Majority (98.67%) of them disagreed that Gopals lack the facility to arrive during odd hours and also disagreed on the statement that Gopal lacks skill in service performance (82.67%). However, majority (84.60%) of the farmers opined that services provided by Gopal are costly. The findings warrant facilitation of public and private sectors to provide quality service at a reasonable price at any point of time thereby benefiting the farmers economically.

Keywords: Role performance, public private partnership, gram vikash yojna, gopal

1. Introduction

Public extension services in agriculture continue to face a number of difficulties in their effective delivery to the clients due to manpower shortage, inadequate infrastructure to cover large areas while too much commercial orientation of private extension players create mistrust and high delivery charges^[6]. Accountability and responsibility of both the players also varies depending upon the nature of the enterprise and location of ventures. In order to address these limitations in the extension delivery of public and private players, "Public Private Partnership" (PPP) models have emerged in other sectors of the economy and addressed the constraints which are normally present in the public and private extension systems. Not many successful PPP models are available in crop and dairy farming. An initiative was undertaken in Haryana in PPP mode between the department and animal husbandry and J.K. Trust to provide effective health services in dairy farming. The objective of these developmental programmes could be realised only when the field level extension personnel implementing these activities perceive and understand their role better in order to perform them with all interest and ingenuity in their respective position. Role performance can be explained in terms of overt behaviour of an individual. It is more or less a particular way in which the individual acts as occupant of any position. Success of any programme in an organization highly depends upon efficiency, better role performance and understanding the role of its employees. So, it is clear that how critical the role performance of the employees is for the success of any organization. It is equally applicable to public private partnership model, which is playing a key role in social and economic upliftment of the country as well as providing quality service at affordable prices. In Haryana state, J.K. Trust Gram Vikash Yojna is running the public private partnership model with government of Haryana for providing better veterinary services to the people of Haryana. Therefore, it is necessary to understand the role performance, job satisfaction of both public and private stakeholder in order to ensure better animal husbandry services. Hence, the present study was undertaken to study the role performance of extension functionaries in promotion of Public Private Partnership (PPP) in dairy farming.

2. Materials and Methods

The present study was undertaken in Kaithal, Hissar and Mahendragarh districts which were selected to represent three different Agro-climatic zones of Haryana, where a PPP model is operating and providing service in the field of dairying during 2017-18. The study aimed at

assessing the role performance of private extension functionaries (Gopal) employed by J.K. Trust Gram Vikash Yojna which is running under Public Private Partnership Model (PPP) mode. Interview schedule was used for collecting the primary data. The ex-post facto research design was employed for collecting data from 150 beneficiaries who were selected through simple random sampling using validated and pre-tested interview schedule. The collected data were scored, compiled, tabulated and analyzed through MS Excel and SPSS computer software by using various appropriate statistical tools and techniques such as mean, standard deviation, frequencies, percentage and correlation etc.

The role performance in this study referred to the manner and extent in which different tasks as expected from a private field functionaries were performed, actually in the practical situation. It was measured by developing schedule on three point continuums, that is, highly satisfied, satisfied and not satisfied; and which were scored 3, 2 and 1 respectively. The schedule consisted of three major areas related to their job i.e. veterinary services, extension services and other activities /

miscellaneous.

For the purpose to identify differential role performance, ranking of role performance items by the respondents were made through the weighted mean score as follows:

Step 1

$$\text{Weighted mean score} = \frac{\text{Total obtained score of all respondents in each}}{\text{Total maximum possible score for each item}}$$

Step 2 Ranking = Ranking given on the basis of weighted mean score of all the role items

3. Results and discussion

3.1 Opinion of beneficiary respondents about the service provided by Gopal

The opinion of the farmers towards the extension service provided by Gopal is shown in Table 1. It revealed that the majority (95.34%) were agreed that Gopal arrives on time followed by 4.67 per cent of farmers who disagreed that they were on time.

Table 1: Distribution of respondents about their opinion on the service provided by Gopal (n=150)

Sr. No.	Opinion of Farmers Towards Gopal	Agree	Undecided	Disagree
1.	The Gopal arrives on time after being informed	143 (95.34)	0 (0.00)	7 (4.66)
2.	The Gopal is less prepared for his service	0 (0.00)	0 (0.00)	150 (100)
3.	The Gopal provides satisfactory service	147 (98.00)	1 (0.66)	2 (1.34)
4.	Lack of facility for Gopal to arrive during odd hours	2 (1.33)	0 (0.00)	148 (98.67)
5.	Gopal lack skill in service performance	6 (4.00)	20 (13.33)	124 (82.67)
6.	Services of Gopal are costly	127 (84.67)	5 (3.33)	18 (12.00)

Figures in the parentheses indicates percentages with their respective totals

Being local and hailing either from the same village or neighbouring villages, Gopal can show their presence immediately to the site of farmers. Cent percent of the farmers disagreed on the statement that Gopal is less prepared for his service because all Gopals are well trained by J.K. Trust Gram Vikas Yojna. Majority (98.00%) of the farmers were satisfied with the service provided by Gopal followed by 1.34 per cent of farmers who reported dissatisfaction [2]. Majority (98.67%) of the farmers disagreed that Gopals lack the facility to arrive during odd hour, while 1.33 per cent of farmers agreed with this statement. Majority (82.67%) of the farmers disagreed on the statement that Gopal lacks skill in service performance while 13.33 per cent of the farmers did not reveal any opinion. Majority (84.60%) of the farmers agreed with the statement that the services provided by Gopal are costly, followed by 12.00 per cent of the farmers who opined that services of Gopal are not costly. It is concluded that although the service charges of Gopal were perceived to be high, farmers expressed overall satisfaction of services provided by Gopals due to their intimacy, instant response and regular service which further indicate that there is a need to develop the extension delivery system at grass root level through capacity building of unemployed youth in the village [7].

3.2 Rating the performance of private extension functionaries (J.K. Trust Gopals) by beneficiary respondents (n=150)

The performance rating of Gopal by beneficiary respondents is depicted in Table 2. In case of animal breeding, AI performance of Gopal was ranked as first followed by examining fertility or sterility on the demand of beneficiary with second rank which would enhance the chance of conception; follow up of AI cases by doing PD assigned rank third, carrying semen in hygienic condition to enhance the success rate of AI was fourth; ensuring use of disease free semen was fifth, doing AI based on available semen was assigned rank six; sometimes followed by use of drugs before doing AI if needed was assigned rank seven and last rank was assigned to arranging of semen for AI on demand of farmers [4]. In case of animal feeding, advice by Gopal got better performance scoring about motivating the farmer about feeding the mineral mixture, second rank was assigned to sensitizing the farmers about importance of colostrums feeding, third to educating farmers about balance ration, advising the farmers to grow fodder crops gained fourth rank and Gopal was facilitating purchase of good quality seed and fodder given last rank. In case of herd management, beneficiary perceived the better role performance with respect to advising farmers to spray disinfectants which is primarily aimed at protecting animals from probable diseases in cattle shed [10].

Table 2: Distribution of respondents according to their rating on the performance of private players (J.K. Trust Gopals)

S. No.	Roles	Mean score	Ranking
Animal breeding			
i	Performing A.I in cow/buffalo	2.92	i
ii	Follow up A.I cases by doing P.D	2.83	iii
iii	Use of drugs before doing A.I	2.12	vii
iv	Doing A.I based on available semen	2.17	vi
V	Examining fertility or sterility cases	2.86	ii
vi	Carrying semen in hygienic condition	2.76	iv
vii	Arrangement of semen for A.I to client	1.80	viii
viii	Ensuring use of disease –free semen	2.73	v
Animal feeding			
i	Advising the farmers to grow fodder crop	1.50	iv
ii	Facilitating purchase of good quality seed and fodder	1.20	v
iii	Educating farmers about balanced ration	1.91	iii
iv	Motivating farmers about feeding mineral mixture	2.43	i
v	Sensitizing farmers about colostrums feeding	2.04	ii
Herd management			
i	Dehorning the young calves of cow	1.00	iv
ii	Maintenance records at farm	1.86	ii
iii	Educating farmers for clean milk production	1.37	iii
iv	Advising farmers to spray disinfectants in cattle shed	1.93	i
Animal health care			
i	Performing surgery	1.00	iv
ii	Vaccinating the animals against contagious diseases	1.94	iii
iii	Educating farmers for ecto-parasite control	2.65	i
iv	Educating farmers about deworming	2.34	ii
Extension activities			
i	Establishing rapport with farmers through individual and group contacts	2.12	i
ii	Providing information to farmer about development schemes related to disease prevention	1.00	v
iii	Arranging mass vaccination campaign with help of BLDO and panchayat officials	1.73	ii
iv	Providing information on animal insurance	1.20	iv
v	Information about prices of dairy products	1.30	iii

Next better rating was given to motivating farmers for maintenance of records so that they can have full information about the animal they are treating, followed by educating farmers for clean milk production and lastly providing the service of debudding the calves. Similar results were reported by [9]. In the case of animal healthcare Gopal was better rated on the role of educating the farmers for ecto-parasite control followed by educating the farmer about deworming, and sensitizing farmers for vaccinating the animal against contagious diseases. However Gopal did not find any role on performing surgery on animals as they are not trained for this purpose. In case of extension activities, Gopal was helpful in establishing rapport with farmers by organizing group meeting of the farmers or through individual and group contact, followed by arranging the mass vaccination campaign with the help of government agencies, and providing information about the price of dairy products and on animal insurance and the role on informing farmers about development scheme related to disease preventions was rated in least performance order.

3.3 Economic motivation

Majority (77.30%) of the farmers agreed on the fact that they are in PPP arrangement for getting higher market price while 22.00 per cent disagreed with this statement. Instant and easy accessibility services through PPP could have influenced the opinion of beneficiaries positively. Majority (85.30%) of the farmers agreed with the statement that dairy farmers should be more concerned about saving and profit followed by 14.70 per cent disagreed with this statement (Table 3). Profit motive will be the ultimate aim of any farmer in order to sustain the livelihood and the farm enterprise [1]. Majority (86.70%) of the farmers agreed with the statement that PPP can reduce the cost of milk production while 13.30 per cent could not be able to generate any opinion about this and similar result was observed for the statement that farmers should invest money to get more profit through income generating activities. It is understood that farmers can get more economic gain through adoption of technologies and practices which can also reduce the production cost [3, 4, 9].

Table 3: Economic motivation as perceived by beneficiary respondents (n=150)

	Statement	Agree	Undecided	Dis agree
a.	I am in PPP arrangement for getting higher market prices	116 (77.30)	1 (7.00)	33 (22.00)
b.	Dairy farmers should be more concerned about saving and profit	128 (85.30)	0 (0.00)	22 (14.70)
c.	PPP can reduce cost of milk production	130 (86.70)	20 (13.30)	0 (0.00)
d.	Farmer should invest money to get more gains / profit through income generating activities	130 (86.70)	20 (13.30)	0 (0.00)
e.	Farmer can easily get information on dairy farming through PPP	49 (32.70)	20 (13.30)	81 (54.00)
f.	PPP is helpful in providing cost effective extension service	130 (86.70)	0 (0.00)	20 (13.30)
g.	PPP promotes reasonable service delivery charges	113 (75.30)	0 (0.00)	37 (24.70)
h.	PPP facilitates to keep only healthy and productive animals	119 (79.30)	31 (20.70)	0 (0.00)

Figures in the parentheses indicates percentages with their respective totals

Majority (54.00%) of the farmers disagreed with the statement that farmers can easily get information on dairy farming through PPP and the remaining 32.70 per cent of them agreed. Majority (86.70%) of the farmers agreed with the statement that PPP is helpful in providing cost effective extension service while 13.30 per cent disagreed with this. Majority (75.30%) of the farmers agreed that PPP is helpful in providing services at reasonable service charge and 24.70 per cent of them disagreed. Majority (79.30%) of the farmers agreed that PPP facilitates to keep only healthy and productive animal while 20.70 per cent of the farmers did not express any opinion.

Table 4: Social impact as perceived by beneficiaries (n=150)

Sr. No.	Statement	High	Low	Nil
i	PPP leads to knowledge enhancement in dairying	31 (20.70)	119 (79.30)	0 (0.00)
ii	It helped to establish rapport with development departments	31 (20.70)	119 (79.30)	0 (0.00)
iii	PPP improved the interpersonal relationship among farmers	139 (92.60)	7 (4.67)	4 (2.67)
iv	Group cohesiveness further improved through PPP	143 (95.33)	4 (2.67)	3 (2.00)
v	Motivated fellow farmers for technology adoption	135 (90.00)	10 (6.67)	5(3.33)

Figures in the parentheses indicates percentages with their respective totals

Majority (95.33%) of the farmers felt that PPP plays greater role in the group cohesiveness as beneficiaries often exchange the information on the utility of PPP and other related aspects of dairying and crop farming. Therefore PPP approach could play a distinctive role in creating positive social impact. Majority (90.00%) of the farmers opined that PPP helped in motivating the fellow farmers for technology adoption as the neighbouring farmers witness the benefits realized by beneficiary farmers due to principle of 'seeing is believing'.

3.5 Economic impact as perceived by beneficiaries

Majority (86.70%) of the farmers reported to have realised

Table 5: Economic impact as perceived by beneficiaries (n=150)

S. No.	Statement	High	Low	Nil
i	PPP improved higher return to milk	130 (86.70)	20 (13.30)	0 (0.00)
ii	Quick realization of money was possible	110 (73.33)	20 (13.33)	20 (13.34)
iii	Diversified the animal composition/ herd size	0 (0.00)	0 (0.00)	150 (100.00)
iv	Crop diversification in favors of fodder crops	0 (0.00)	0 (0.00)	150 (100.00)
v	Started value addition to milk after PPP	0 (0.00)	0 (0.00)	150 (100.00)
vi	Cheating of farmers by middle man got reduced	130 (86.70)	20 (13.30)	0 (0.00)

Figures in the parentheses indicates percentages with their respective totals

3.6 Extent of availability of input as perceived by Gopal

Majority (44.44%) of the Gopal reported medium availability of input, followed by 31.12 per cent with good availability of input and 24.44 per cent with poor availability of input. It is inferred that PPP project also played a role in facilitating of input availability to farmers especially animal feed and concentrate (Table 6).

Table 6: Distribution of respondents' perception about extent of availability of input (n=45)

Extent of availability	Frequency	Percentage
Poor (less than 18)	11	24.44
Medium (18 to 24)	20	44.44
Good (More than 24)	14	31.12

4. Conclusion

Extension institutions, either public or private need constant appraisal to ascertain the scope necessary for performance improvement. Extension functionaries play a key role in

3.4 Socio-economic impact of PPP among beneficiaries

Majority (79.30%) of the farmers agreed that PPP could not contribute much for knowledge enhancement in dairying and 20.70 per cent farmers felt that PPP leads to high knowledge enhancement in dairying (Table 4). Majority (79.30%) of the farmers felt that PPP does not facilitate much rapport with development department while 20.70 per cent of the farmers contradicting this statement. Majority (92.60%) of the farmers opined that PPP improved the interpersonal relation among the farmers while 2.67 per cent of farmers expressed that it does not improve the interpersonal relation.

higher return to milk due to PPP, followed by 13.30 per cent with low return. Majority (73.33%) of the farmers felt that PPP helped in the quick realization of money followed by 13.30 percent with low realization. Cent percent farmers revealed that PPP does not help in diversifying the animal composition/herd size. Same is the case with crop diversification for fodder crop as well as value addition to milk after PPP (Table 5). Majority (86.70%) of the farmers disclosed that PPP reduces cheating of the farmers by middlemen to a higher extent, as the Gopal are locally accessible and more accountable to their service provision.

raising the awareness and in the enhancement of livestock productivity by offering different services related to veterinary and animal husbandry like A.I (Artificial insemination) services, technical advice, extension services, economic motivation, helping farmers to identify their problems and opportunities, sharing information and supportive group formation. The measurement of role performance helps to assess the efficiency of employees as well as beneficiary satisfaction. Field extension functionaries of J.K. Trust played a central role in providing various veterinary services to the dairy farmers of Haryana under public private partnership. The finding of the present study brought out the satisfactory performance of Gopal in terms of time and quality although client farmers felt their service charges as bit costly. A.I was the most prioritised service provided by Gopal. The policy makers should provide due emphasis in further strengthening PPP to cover all other services related to animal husbandry development.

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