

A Comparative Analysis on the Managerial Abilities of Successful and Unsuccessful Agripreneurs Running Dairy Enterprise in Karnataka, India

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Abstract

In the present context, dairy sector has potential to generate growth, diversifying income and providing widespread employment and entrepreneurial opportunities in rural areas. Efficient management of the dairy enterprise largely depends on better managerial abilities of an individual. The study was carried out in four districts of Karnataka state to compare the managerial abilities of successful and unsuccessful agripreneurs. A sample of 40 cases consisting of 20 successful and 20 unsuccessful agripreneurs was taken by applying proportionate random sampling method. The data were collected by conducting personal interview of respondents with the help of modified interview schedule. Managerial abilities were measured by executing managerial abilities index. The findings revealed that 40 percent of the successful agripreneurs had high managerial abilities level. Regardless of dairy enterprise, successful agripreneurs had high planning, directing and coordinating ability as compared to unsuccessful agripreneurs. Item analysis of managerial abilities was calculated by taking mean score. The data revealed that among the different managerial abilities, the successful agripreneurs scored maximum in directing ability (2.49) followed by planning ability (2.34). Managerial abilities of successful and unsuccessful agripreneurs were further compared by using Paired t-test and it depicted

that successful agripreneurs were falling in high category in planning (45%), organising (60%), directing (80%), coordinating (45%), and budgeting abilities (40%).

Keywords: Agripreneur, Successful, Unsuccessful, Dairy Enterprise, Managerial abilities, Agriclincs, Agri-business

Introduction

Dairy farming is a crucial component of rural economy that has the highest potential of generating income and employment through augmenting productivity of milch animals. It is an effective instrument of social and economic change. The implementation of various dairy development programmes/schemes by Government of India has changed dairy farming scenario tremendously and helped the dairy entrepreneurs to obtain higher profits. Among those, agriclincs and agribusiness centre scheme are initiated jointly by Ministry of Agriculture Government of India, NABARD, National Institute of Agricultural Extension Management (MANAGE) and SFAC. The agribusiness centre scheme was initiated to strengthen the transfer of technology and extension services and to provide self-employment opportunities to technically trained agriculture graduates. Training

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is the process of improving knowledge and skills, and changing the attitude of an individual for doing a specific job. Training is the base for inculcating managerial abilities in an individual. Keeping in view these important considerations, present study was undertaken in Karnataka state with the objective of measuring managerial abilities of the agripreneurs in running their dairy enterprise.

Materials and Methods

The study was conducted in four districts of Karnataka state. The sampling frame which includes a list of successful agripreneurs, unsuccessful agripreneurs and clients of successful agripreneurs. A total sample of 200 respondents was taken for the study through purposive and random sampling method. Planning, organising, directing, staffing, coordinating, and budgeting are main dimensions of managerial abilities of agripreneurs. The index was developed to measure managerial abilities of agripreneurs by involving serious of steps like selection of dimensions, determination of scale values, selection of indicators, response to indicators, relevancy test, and computation of composite index.

Scale value was calculated by using formula

where R_i = Rank value of the dimension I in the reverse order as 6 to 1

n = Number of dimensions ranked by the judges.

Relevancy Test

Composite Index was calculated by using formula

where,

U_{ij} = Unit score of the i^{th} respondents on j^{th} dimension

Y_{ij} = Value of the i^{th} respondent on the j^{th} dimension

Max Y_j = Maximum score on the j^{th} dimension

Min Y_j = Minimum score on the j^{th} dimension

Thus, the score of each indicator and dimension range from 0 to 1 i.e. when Y_{ij} is minimum, the score is 0 and when Y_{ij} is maximum the score is 1.

Finally, the respondents were categorised on the basis of total scores as follows:

Low = below (Mean-S.D),

Medium = in between (Mean±S.D),

High = above (Mean+S.D).

Further to study, the item-wise analysis of indicator each dimension is ranked based on mean score and mean value which was taken based on the results of managerial index.

Results and Discussion

In the present study, six dimensions were taken to study managerial abilities and under each dimension several indicators were used to measure the managerial abilities of agripreneurs. The findings of each of six dimensions are presented in Table 1.

Results pertaining to planning ability revealed that majority of the agripreneurs (70%) belonged to medium category. The reason might be agripreneurs think planning as an important aspect to start any enterprise without which enterprise would not prosper. The result was followed by low (20%) and high (10%) planning abilities categories and could be matched with the results of Lawrence and Ganguly (2012), and Satyanarayana and Rao (2013).

Organising is the backbone of the management. Without effective organising abilities, no entrepreneur can manage their enterprise smoothly. It synchronizes and combines human, physical, and financial resources. All the three resources were important to make the enterprise run effectively. It is evident from Table 1 that 45% of agripreneurs had high level of organising ability followed by medium (40%) and low (15%) categories respectively.

Results regarding directing revealed that half of the agripreneurs fell under high category and 40 percent of the agripreneurs were under low category (Pooja, Avinas, Jatinder, Aruna, & Neena, 2014). The main reason for majority of agripreneurs belonging to high category could be attributed to the participation of family members in carrying out the functions besides agripreneurs themselves.

It is through staffing that the right people are found for the right jobs. If the staffing function was performed properly, the human relations in the enterprise will be cordial. Frequency distribution showed from Table 1 that near to half (45%) of agripreneurs belonged to low staffing ability followed by high (30%) and medium

(25%) respectively. The main reason for low staffing ability of the agripreneurs is due to lack of exposure to frequent training coupled with limited experience in the management field.

It can be inferred from Table 1 that near to half (45%) of the agripreneurs had high coordinating ability. It was because of the high communicative nature of the agripreneurs as well as they believed in unity is strength. This might be due to the positive impact created through training by agriclincs and agribusiness centre scheme. Training inculcates the spirit of co-ordination by sharing the experiences among the agripreneurs. This finding was in line with the findings of Seeralan and Singh (2009).

The perusal of the data presented in Table 1 revealed that equal number of agripreneurs belonged to low and high categories (40% each) followed by 20 percent of the agripreneurs found under low category. The reason could be the lack of knowledge about budgeting and with some agripreneurs, it could be the importance of budgeting they perceived.

Table 1: Distribution of the Respondents according to Dimension-wise Managerial Abilities

n=20

Managerial Abilities	Frequency	Percent
Planning Ability Index Level		
Low (<0.59)	4	20
Medium(0.59-0.75)	14	70
High (>0.75)	2	10
Organising Ability Index Level		
Low (<0.49)	3	15
Medium(0.49-0.68)	8	40
High (>0.68)	9	45
Directing Ability Index Level		
Low (<0.63)	8	40
Medium(0.63-0.86)	2	10
High (>0.86)	10	50
Staffing Ability Index Level		
Low (<0.40)	9	45
Medium(0.40-0.64)	5	25
High (>0.64)	6	30
Coordinating Ability Index Level		
Low (<0.51)	6	30
Medium(0.51-0.70)	5	25
High (>0.70)	9	45

Managerial Abilities	Frequency	Percent
Budgeting Ability Index Level		
Low (<0.56)	8	40
Medium (0.56-0.71)	4	20
High (>0.71)	8	40

Overall Managerial Abilities of Agripreneurs

The results regarding the management practices of agripreneurs were presented here under Table 2. It could be inferred that 40 percent of the respondents belonged to high category of managerial abilities followed by 35 percent belonging to medium category of managerial abilities and 25 percent to low category of managerial abilities. The main reasons behind the high category of managerial abilities are formal education of the agripreneurs, enthusiasm to succeed, innovative ability, and personal attributes like age, positive attitude of the respondents and family support.

Similar finding is reported by Chandramouli *et al.* (2007) and Subrahmanyeswari, Reddy, and Rao (2007).

Table 2: Overall Managerial Abilities of Agripreneurs

n=20

Managerial abilities	Frequency	Percent
Low (<0.59)	5	25
Medium (0.59-0.66)	7	35
High (>0.66)	8	40

Item Analysis of the Managerial Abilities of the Agripreneurs in Maintaining their Dairy Enterprise

Mean scores of the managerial abilities presented in Table 3 revealed that among the different managerial abilities, the agripreneurs scored maximum in directing ability (2.49) followed by planning ability (2.34). Budgeting ability was ranked third with mean score of (2.28) followed by coordinating ability with mean score of (2.21) while organising ability was ranked fifth with mean score of (2.18). Among all the managerial abilities, staffing ability stood last with mean score of (2.04).

The main reason for this result could be that agripreneurs believe in working together with their subordinates in managing the dairy enterprise. They tend to guide

and motivate their subordinates to get the work done effectively. As directing ability helps in coping with the changes it helps both agripreneurs and their works to contribute equally for the betterment of dairy enterprise.

Table 3: Item Analysis of the Managerial Abilities of the Agripreneurs

n=20

SI No.	Indicators	Mean score	Mean value	Rank
1	Planning Ability			
A	Critically analyse availability of inputs for dairy enterprise	2.15	2.34	II
B	Forecasting sales and costs of the dairy enterprise	2.25		
C	Planning assess the impact that uncertainty may have on future outcomes	2.65		
D	Creates regular enterprise review and course correction to avoid uncertainty	2.30		
E	Can you think contingent planning is necessary before starting the enterprise	2.35		
2	Organising Ability			
A	Organise the resources for effective working of the dairy enterprise	1.9	2.18	V
B	Performing the work based on the schedule prepared	2.2		
C	Grouping of activities so as to perform effectively	2.4		
D	Creating and maintaining healthy environment in the dairy enterprise	2.2		
3	Directing Ability			
A	Guidance and instruction to the workers to achieve agripreneurs goals	2.45	2.49	I
B	Promotes to get desired results in terms of profit of the enterprise	2.55		
C	Improving job performance of the workers	2.4		
D	Giving priority to all for better coordination among them	2.55		
E	Helps to maintain stability and balance in a dairy enterprise.	2.6		
F	It maintains effective control over the strength of work force and turnover from the enterprise.	2.4		
4	Staffing Ability			
A	Gives equal opportunity to all while giving employment	2.0	2.04	VI
B	Provide a platform to communicate with other stakeholders	2.0		
C	Select right people at right time and at right place	2.15		
D	Maintain transparency in selecting workers required for running the dairy enterprise	2.0		
5	Coordinating Ability			
A	Improve the efficiency of the dairy enterprise by avoiding overlapping efforts and duplication of work	2.35	2.21	IV
B	Mobilise human resource to work harmoniously	2.2		
C	Coordinate individual work with that of the enterprise as whole	2.2		
D	Motivate the workers to contribute to the enterprise wholeheartedly	2.1		
6	Budgeting Ability			
A	Keeps the agripreneur focused on matter pertaining to money	2.35	2.28	III
B	Helps the agripreneur in having the appropriate idea of expenditure, including the source(s) of it as well as means of spending and saving etc.	2.50		
C	Check the progress towards the objectives of the dairy enterprise	2.15		
D	Provides agripreneur with an early warning for potential problems on the budget front	2.10		

Comparison of the Managerial Abilities of Successful and Unsuccessful Agripreneurs

Results in Table 4 show how successful and unsuccessful agripreneurs differ in their managerial abilities in running their dairy enterprise. From the results we could depict that successful agripreneurs were falling in high category in planning ability (45%), organising ability (60%), directing ability (80%), coordinating ability (45%), and budgeting ability (40%). The main reason for this could

be that the main characteristics for an individual to become an agripreneur like innovativeness, risk taking ability, self-confidence, motivation etc. are inculcated in the individual with which they run their dairy enterprise with proper planning, organisation, and directing abilities.

On the other hand unsuccessful agripreneurs had medium managerial abilities in case of planning and directing ability (45%), low in case of staffing (60%) and budgeting (70%). Paired t-test value shows 5% level of significance in case of planning ability and directing ability.

Table 4: Comparison of the Managerial Abilities of Successful and Unsuccessful Agripreneurs

n=40

Dimensions	Respondents	Mean	SD	"t" Value
Planning	Successful	40.65	4.30	0.036*
	Unsuccessful	40.45	5.02	
Organising	Successful	4.45	0.60	-3.02**
	Unsuccessful	5.9	0.64	
Directing	Successful	13.50	1.00	1.71*
	Unsuccessful	2.3	0.47	
Staffing	Successful	2.30	0.47	1.487**
	Unsuccessful	1.3	0.47	
Coordinating	Successful	9.05	0.83	1.29**
	Unsuccessful	2.45	0.51	
Budgeting	Successful	2.50	0.51	0.964**
	Unsuccessful	1.86	2.84	

Note: **Significant at 1 percent & * Significant at 5 percent level of significance and figures in parenthesis show the percentage.

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