



A study on Organizational Effectiveness of ANGRAU as perceived by Research and Extension Scientists

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ABSTRACT

The study carried out during the year 2016 on “job performance of research and extension scientists working in the Acharya N.G. Ranga Agricultural University” and to analyze the personal, socio-economic and psychological characteristics of Agricultural scientists. A sample of 120 research scientists and extension scientists (60 No's) working in university were taken in entire nine (9) Agro Climatic Zones thus making a total of 180 respondents for this study. The study revealed that about half of the scientists (52%) perceived the organization (ANGRAU), as it had well for farmers followed by 9.00 percent who perceived it as very good organizational effectiveness. About 1/4th of the scientists (26%) felt the ANGRAU as fair performance. Further, the table revealed that 11.00 percent of the scientists had perceived the organization as poor performance and merely 1.00 percent has a very poor organizational effectiveness.

Key words: *Agricultural scientists , Organisational effectiveness.*

An Organization may be considered as effective which succeeds in achieving the desired objective with efficiency in a given environmental setting. Every Organization is concerned with achieving its objectives- short term and long term. Both these objectives are interdependent. Efficiency refers to the way in which the resources are put to use, where as effectiveness refers to the accomplishment of organizational goals and objectives.

Agricultural Universities are the premise where agricultural scientists perform three fold functions *viz.* teaching, research and extension and are responsible for managing the Undergraduate and Postgraduate programmers, conducting research and arranging various extension activities and programmes for the dissemination of the latest scientific technology to the farmers. It is obvious that the productivity of the agricultural scientists is not the same as it is not dependent only on one factor rather various factors are responsible for their performance. The work atmosphere, the psychological environment in the organization

where agricultural scientists live and work is one of the important factors influencing their performance and satisfaction. The scientific productivity is the resultant outcome of performance being influenced by personal antecedent variables such as educational background, length of service, higher trainings, socio psychological factors such as job autonomy, task identity, achievement motivation, job satisfaction, job involvement and personal importance enjoyed by the employee; organizational factors such as organizational commitment. All these have direct or indirect influence on the job perspective of the individual scientist, which ultimately influences his/her scientific productivity directly or indirectly through interaction with each other (Souvik and Vijayaragavan 2001).

Now-a-days, the main concern in management of human resources is the improvement in performance of people working in the organisation with a view of increasing their efficiency through motivation. Unless the employees are well informed about their performance and also their strong and weak points, it is very difficult for

them to improve their level of performance. One way of enhancing the performance of employees is to know their level of performance and delineate the factors responsible for it. Against this background the present study was undertaken on the job performance of research and extension scientists working in the Acharya N.G. Ranga Agricultural University and to analyze the personal, socio-economic and psychological characteristics of Agricultural scientists.

MATERIAL AND METHODS

The need for enhancing the effectiveness and role performance of scientists in agricultural universities has been increasingly felt in recent years due to the changes in socio economic and technological scenario of the country to promote sustainability, equity, environmental protection, climate change *etc.* Besides, this is also important to understand the conditions which foster individual as well as organizational efficiency and effectiveness. There is distinct variation among scientists in terms of their contribution to agricultural research and overall achievement. Since the study is about organizational effectiveness and job performance of research and extension scientists in ANGRAU Proportionate random sampling was followed by selecting a sample of 120 research scientists and extension scientists (60 No's) working in university were taken in entire nine (9) Agro Climatic Zones thus making a total of 180 respondents for this study.

Questionnaires were distributed personally to all the research and extension scientists of Acharya N.G. Ranga Agricultural University by the investigator.. The data collected through questionnaire were coded, categorized and fitted into tables to facilitate interpretation of findings.. After subjecting the data to statistical analysis, the findings emerged out of the data were suitably interpreted objectively and necessary conclusions and inferences were drawn accordingly.

The study revealed (Table 1) that performance of ANGRAU as perceived by research and extension scientists, greatest organizational effectiveness was felt in case of Development of improved varieties of various crops to increase farm income (3.97), followed by overall excellence in carrying out research and extension activities (3.93), effective linkage with state agriculture department for dissemination of farm technologies (3.88), provision of timely advisory

services to the farmers (3.85), training of farmers to enhance their capacity (3.77), use of modern communication tools such as TV, radio, mobiles and other ICTS *etc.* for transfer of farm technologies (3.72), development of agronomic practices to enhance yield and income of the farmers (3.69), development of sustainable plant production technologies to solve field problems of the farmers (3.69), supply of inputs such as good quality seeds and other planting materials to the farmers (3.69), dissemination of technologies through publication of extension literature (3.63), total quantity of work is done in extension and research (3.62), effective linkage with farmers' organizations and groups for dissemination of technology (3.60), development of technologies to improve soil health (3.59), total quality of work is done in extension and research (3.62), technology assessment refinement under farmer's field conditions (3.49), development of innovative extension models to disseminate farm technologies (3.39), development of water technologies for increasing water use efficiency (3.35), recognition of work of the university through national and international awards (3.33), development of farm equipments and machineries to enhance farm productivity (3.24), development of bio-fertilizers and bio-pesticides (3.19), and dissemination of research results through publication in high NAAS rated journals (3.09).

From the Table 2 it could be observed that about half of the scientists (52%) perceived the organization (ANGRAU), as it had good for farmers followed by 9.00 percent who perceived it as very good organizational effectiveness. About 1/4th of the scientists (26%) felt the ANGRAU as fair performance. Further, the table revealed that 11.00 percent of the scientists had perceived the organization as poor performance and merely 1.00 percent has a very poor organizational effectiveness. these findings are in line with findings of Vinayagam *et. al.*, (1988) and Sandic (2006)

An organization can be changed by altering its structure, its technology and/ its people changing the organization structure involves re arranging its internal system, such its lines of communication, work flow or managerial hierarchy. Changing the organization technology means altering its equipment. Changing the organizations people involves changing the selection, training relationship, attitudes and rules of organization members.

Table 1 Mean score of respondents on item-wise perception of performance of agricultural university

S.No.	Statements	Mean score	Rank	Standard deviation
1.	Overall excellence in carrying out research and extension activities.	3.93	2	0.61
2.	Development of improved varieties of various crops to increase farm income.	3.97	1	0.61
3.	Development of agronomic practices to enhance yield and income of the farmers.	3.69	7	0.70
4.	Development of sustainable plant production technologies to solve field problems of the farmers.	3.69	7	0.71
5.	Development of bio-fertilizers and bio-pesticides.	3.19	20	0.96
6.	Development of technologies to improve soil health.	3.59	13	3.89
7.	Development of water technologies for increasing water use efficiency.	3.35	17	0.91
8.	Provision of timely advisory services to the farmers.	3.85	4	0.79
9.	Development of farm equipments and machineries to enhance farm productivity	3.24	19	0.99
10.	Training of farmers to enhance their capacity.	3.77	5	0.76
11.	Development of innovative extension models to disseminate farm technologies.	3.39	16	0.95
12.	Technology assessment refinement under farmer's field conditions	3.49	15	0.90
13.	Use of modern communication tools such as TV, radio, mobiles and other ICTs etc for transfer of farm technologies.	3.72	6	0.81
14.	Dissemination of research results through publication in high NAAS rated journals	3.09	21	0.94
15.	Dissemination of technologies through publication of extension literature.	3.63	10	0.80
16.	Supply of inputs such as good quality seeds and other planting materials to the farmers.	3.69	7	0.81
17.	Effective linkage with State Agriculture Department for dissemination of farm technologies.	3.88	3	0.71
18.	Effective linkage with farmers' organizations and groups for dissemination of technology.	3.60	12	0.84
19.	Recognition of work of the university through national and International awards.	3.33	18	0.92
20.	Total quality of work is done in extension and research.	3.59	13	0.70
21.	Total quantity of work is done in extension and research.	3.62	11	0.68

Table 2 : Overall performance of University**(n=180)**

Category	Frequency	Percentage
Very poor organizational effectiveness	2	1
Poor organizational effectiveness	20	11
Fair organizational effectiveness	48	26
Good organizational effectiveness	93	52
Very good organizational effectiveness	17	9
	180	100

Table 3 : Mean score of respondents on their perception on adaptability – flexibility of agricultural university

S.No.	Statements	Mean	Rank	Standard deviation
1.	Scientists in my university generally find difficult to change old methods of doing things	2.84	5	1.10
2.	Scientists in my university anticipate problems in advance and make ways to solve the problems.	3.43	4	0.86
3.	My university is quick enough to receive innovative ideas and technologies from various sources to improve its research and extension programmes.	3.61	1	0.90
4.	My university is receptive and quick to develop innovative extension methods and models.	3.57	3	0.80
5.	My university keeps up with and welcomes positive changes in the overall administration of programmes and staff.	3.59	2	0.78

Table 4 : Overall acceptance of new ideas by agricultural scientists on adaptability and flexibility of agricultural university**(n=180)**

Category	Frequency	Percentage of respondents
Very poor acceptance of new ideas	0	0.00
Poor acceptance of new ideas	9	5.00
Fair acceptance of new ideas	45	25.00
Good acceptance of new ideas	111	61.67
Very good acceptance of new ideas	15	8.33
	180	100.00

Many of the above suggested components were incorporated in the Agriculture University. The effect of changes in the training and climate have brought profound change in the employee's attitude, opinion rating and perception towards different factors influencing the organization effectiveness.

Hence it could be differently concluded, based on the distribution of the respondents perceived opinion and attitude on various factors influencing organizational effectiveness, that the respondents possessed considerably a favorable disposition towards the effectiveness of Agricultural University in achieving its commitments and goals.

Table 3 reveals the study on how fast the agricultural university changes and accept new ideas as perceived by the selected scientists and it showed the greatest perception given on the item *i.e.*, the university is quick enough to receive innovative ideas and technologies from various sources to improve its research and extension programmes (3.61) followed by the university keeps up with and welcomes positive changes in the overall administration of programmes and staff (3.59), the university is receptive and quick to develop innovative extension methods and models (3.57), the Scientists in the university anticipate problems in advance and make ways to solve the problems (3.43) and Scientists in the university generally find difficult to change old methods of doing things (2.84).

The data in the Table 4. showed the perceived organizational effectiveness of ANGRAU in terms of how fast the University was ready to change and accept new ideas the overall mean score of this dimension was 3.41 the investigation showed majority of the scientists (61.67%)

perceived the university had good acceptance of new ideas followed by 8.33 percent as a very good acceptance of new ideas and 25.00 percent of them perceived fair acceptance of new ideas only a merely 5.00 percent of the scientists perceived the university as poor acceptance of new ideas and no perceived it as a very poor acceptance of new ideas.

CONCLUSION

The current study is descriptive in nature and the study revealed that the 95.00 percent of the scientists perceived the Acharya N. G. Ranga Agricultural University was ready to receive innovative ideas, technologies and welcome positive changes and accept new changes.

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