

CHAPTER VII

SUMMARY

Transfer of technology is essential for agricultural development. It is generally accepted that only a portion of the new agricultural technology is being translated on farmers' fields and the farmers are harvesting only one-third to one-fourth of the potential crop yields. The transfer of technology is affected by many constraints. The block-level organisations play a vital role in transfer of technology. There has been a growing feeling that the block-level organisations have some in-built weaknesses that impede the development. The situation becomes crucial with reference to small and marginal farmers. Hence, in order to analyse and improve the existing situation the present study has been designed with the following objectives:

- (1) To study the structure and behaviour of block-level organisations and their linkages.
- (2) To study the development orientation of block-level organisations.
- (3) To study the agricultural development requirements of small and marginal farmers and the pattern of meeting the requirements.
- (4) To identify the factors that act as constraints in meeting the agricultural development requirements of small and marginal farmers.

- (5) To provide suggestions for effective functioning of block-level organisations in meeting the agricultural development requirements of small and marginal farmers.

The study was conducted in Coimbatore district of Tamil Nadu. Of the twenty two blocks of the district, five blocks were randomly selected for the purpose. From each block, two villages were randomly selected. Two categories of respondents, officials and farmers, constituted the sample. All the official concerned with the development of small and marginal farmers, in the selected five blocks, constituted the sample (n = 122) of officials. From each of the selected village, fifteen small farmers and fifteen marginal farmers were selected to constitute the sample of farmers (n = 300).

Theoretical orientation provided a basis to draw the following hypotheses:

1. Block-level organisations are highly bureaucratic.
2. Block-level organisations are uniformly bureaucratic along structural and behavioural dimensions.
3. Block-level organisations have a weak linkage among themselves.
4. Block-level organisations are less oriented to development characteristics.
5. Bureaucratic characteristics are negatively correlated with development characteristics in block-level organisations.

6. Input gap, credit gap and technological gap of marginal farmers are different from that of small farmers.
7. Input gap, credit gap and technological gap of small and marginal farmers are high.
8. Small and marginal farmers highly depend on block-level organisations for their agricultural development requirements.

The variables were selected for different samples, on the basis of review of literature. The background variables for the official sample included age, education, cadre, length of experience, upward mobility and rural/urban background. Hierarchy of authority, division of labour, system of rules, impersonality, rationality and rule orientation dimensions were considered for the study of bureaucratic structure and behaviour. Linkage was also taken as a variable. Commitment to work, change orientation, result orientation, people participation, leadership orientation, and orientation towards organising poor were the characteristics of development administration included in the study. Constraints, as expressed by the officials were considered.

The background variables of farmers included age, education, size of the family, type of the family, social participation and extension agency contact. Input gap, technological gap, patterns of meeting the requirements

and level of satisfaction about the present situation were studied. The constraints as expressed by farmers were also studied.

Data were collected through personal interviews using structured and semi-structured schedules. Observation techniques, and contextual interviews were also used to enrich the data. Percentages, chi-square, t - test and simple correlation were used to analyse the data.

The chapter on findings and discussions was divided into five sections. The important findings are given below:

(1) The proportion of respondents who reported high bureaucracy in block-level organisations along structural dimensions varied from eighteen per cent to about thirty per cent. A larger proportion of the respondents reported moderate bureaucracy in terms of hierarchy of authority, and division of labour. About forty-five per cent of the respondents reported low bureaucracy in terms of system of rules.

(2) Around one-fourth to one-half of the respondents were highly bureaucratic in block-level organisations along behavioural dimensions. Over one-half of the total respondents reported high impersonality, moderate rationality and moderate rule-orientation.

(3) In general, one-third to two-third of the responses falling under moderate group indicated bureaucratisation to

a moderate degree in block-level organisations.

(4) The proportion of respondents who reported moderately and highly impersonal behaviour increased with an increasing age. In all the age groups, a larger proportion of the respondents reported moderate, rationality and moderate rule-orientation behaviour, the proportion of such respondents showed an increase with the increasing age. However, the association was not statistically significant.

(5) Comparatively a larger proportion of the graduate respondents reported high rationality and high rule-orientation than the non-graduate respondents. Only the rationality and rule-orientation behaviour revealed significant association with the background variable, education.

(6) The rule-orientation behaviour had significant association with cadre. The proportion of respondents reporting high rule-orientation was more among officers (39.6 per cent) than among the assistants (16.2 per cent).

(7) The proportion of respondents reporting high bureaucracy was higher among those having rural background than the corresponding group with urban background along all the three behavioural dimensions.

(8) There was no significant association between length of experience and bureaucratic behaviour.

(9) The Rule-orientation behaviour was significantly associated with upward mobility. The promotees reported high rule-orientation than the non-promotees (50.0 per cent

and 19.4 per cent respectively).

(10) The staff of Training and Visit system and Seed Depots as well as the staff of District Rural Development Agency and the Banks reported mutually a strong linkage in the planning phase. The linkage among other block-level organisations was weak.

(11) A strong linkage was reported mutually by the staff of Training and Visit system and Seed Depots, the staff of Oil Seeds Scheme and District Rural Development Agency, and District Rural Development Agency and Banks in arranging credit, inputs, and marketing for the small and marginal farmers.

(12) A strong linkage was reported only between the District Rural Development Agency and Banks, during evaluation phase of programme.

(13) A strong linkage was reported only between the staff of Training and Visit system and Seed Depots as well as between the Banks and District Rural Development Agency in providing feedback.

(14) About forty per cent of the respondents were highly oriented towards change and result, while about thirty per cent of the respondents were highly committed to work. About thirty per cent of the respondents revealed low orientation towards organising the poor.

(15) Majority of the respondents were moderately oriented to development characteristics like, commitment to work,

change orientation, result orientation, orientation towards people' participation, leadership orientation and orientation towards organising the poor.

(16) There was a significant association between age and development characteristics like commitment to work, result orientation, orientation towards people' participation, and leadership orientation.

(17) There was a significant association between education and development characteristics like commitment to work, orientation towards people' participation, leadership orientation and orientation towards organising the poor. No significant association was reported between education and orientation towards change and result.

(18) There was a significant association between the rural/urban background of the personnel and development orientation regarding commitment to work, people' participation and leadership. The orientation towards change, results and organising the poor had no significant association with rural/urban background of the respondents.

(19) A significant association was reported between cadre and development characteristics, namely, commitment to work, change orientation result orientation, orientation towards people' participation, leadership orientation and orientation towards organising the poor.

(20) There was a significant association between upward mobility and few development characteristics namely, commitment to work and result orientation. The other characteristics, namely, change orientation, orientation towards

people' participation, leadership orientation, and orientation towards organising the poor revealed a non-significant association with upward mobility.

(21) There was a non-significant association between orientation towards people' participation and leadership orientation as well as between leadership orientation and orientation towards organising the poor. There was a significant association among commitment to work, change orientation, result orientation, orientation towards people' participation, leadership orientation and orientation towards organising the poor.

(22) Hierarchy of authority, system of rules, impersonality and rule orientation characteristics of bureaucracy were found to have significant negative correlation with orientation towards change, result and organising the poor. Hierarchy of authority and impersonality were found to have significant, negative correlation with commitment to work, orientation towards people' participation and leadership orientation.

(23) Division of labour and rationality were not significantly correlated with commitment to work, change orientation, result orientation, orientation towards people' participation, leadership orientation and orientation towards organising the poor. However, negative correlation was observed between many of these characteristics.

(24) There was no significant difference between small and marginal farmers with reference to input gap, credit gap and

technological gap.

(25) A vast majority of the small and marginal farmers reported low input gap (90.39 per cent), moderate credit gap (74.01 per cent) and low technological gap.

(26) Two-third of the small and marginal farmers who reported moderate credit gap were illiterates. About eighty-five per cent of the respondents, reporting moderate credit gap, had low social participation score. Seventy-five per cent of the respondents realising moderate credit gap had low contact with extension agency.

(27) More than eighty per cent of the respondents met their fuel and energy requirements from government sources. About one-fourth of the respondents showed dependence on block-level organisations for plant protection chemical, credit, transport and marketing.

(28) For irrigation, cattle and poultry feed, storage, compost and green manure, and transport the small and marginal farmers were self-reliant to a certain extent.

(29) a larger proportion of the respondents were dependent on the private sector for improved seeds, fertiliser, compost and green manure, plant protection chemicals, implements, credit and marketing.

(30) A larger proportion of the respondents expressed their little dissatisfaction regarding the present system of irrigation, quality of improved seeds, credit availability, storage facilities and transport facilities.

(31) About eighty five per cent of the respondents were not at all satisfied with the existing marketing facilities, while almost one-half of the small and marginal farmers expressed their complete dissatisfaction regarding non-availability of improved seeds of desired varieties. Majority of the small and marginal farmers expressed their satisfaction regarding the availability of fertilisers and plant protection chemicals.

(32) A vast majority of the officials of block-level organisations reported that too much paper work acted as a constraint. Considerably a larger proportion of the respondents considered the interference by influentials and inadequacy of staff as constraints. Poor linkage and lack of incentives were considered constraints by about forty-five and thirty-four per cent of the respondents respectively.

(33) Majority of the small and marginal farmers reported higher cost of cultivation and unpredictable price for produce as constraints.

(34) Over one-third of the small and marginal farmers contacted, asserted less reliable recommendations as a constraint, while about one-fourth of the respondents reported about less reliable varieties.

(35) Majority of the small and marginal farmers contacted, reported the untimely supply of inputs (86.00 per cent) and lack of subsidy (68.00 per cent) were important

constraints. Varying prices of the inputs was considered a constraint by one-third of small and marginal farmers. Non-availability, inadequacy and poor quality of inputs were considered constraints by a smaller proportion of the respondents.

(36) A vast majority of the respondents reported inadequacy of credit, non-availability of credit and complicated procedures as constraints in meeting their requirements. For more than one-half of the respondents delay in sanctioning became a constraint. A smaller proportion of the respondents reported that frequent calls were needed and unauthorised charges had to be given.

(37) About one-half of the respondents mentioned that inadequate marketing facilities and long distance to reach input dealers were constraints. About one-fourth of the small and marginal farmers of the study expressed that lack of assured irrigation and inadequate input-sale points were the constraints.

The findings provided a basis to accept two hypotheses: Block-level organisations have a weak linkage among themselves and bureaucratic characteristics are negatively correlated with development characteristics in block-level organisations. The other hypotheses were rejected.

The implications suggested ways to debureaucratise the block-level organisation, to increase the development

orientation of block-level personnel and to start a new 'Small Farmers Service Cooperatives' in order to meet the agriculture development requirements of small and marginal farmers. Few suggestions for future research have also been provided.