

## Constraints Analysis of Village Panchayat Members in Their Job Performance in Banaskantha District of Gujarat State

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### ABSTRACT

The present study was conducted in Banaskantha district of Gujarat state. Palanpur and Dantiwada talukas were selected randomly. All the 20 samras village panchayats of both the selected talukas were selected purposively. The Panchayat members from each village were selected using proportionate random sampling technique making a sample of 120 panchayat members as respondents. The constraints experienced by village panchayat members were assessed against five aspects. The constraint perceived as hindering the job performance was rated by the respondents on a three point continuum viz., very effective, moderately effective and less effective with scores of 3, 2 and 1, respectively. Further for identifying the overall important constraints and aspects-wise important constraints, the total weighted score for each constraint were computed. The most important constraints in job performing of the village panchayat members having mean score more than the overall mean score (2.14) in order of importance were; 'inadequate fund allotted from government for development work', 'lack of training to the village panchayat members', 'delay in sections from upper authority', 'lack of honorarium to the panchayat members working at village level', 'lack of knowledge regarding PRS and development programmes', 'no work initiated without giving bribe', 'lack of administrative and financial power to the village panchayat members', 'lack of experience as leader', 'lack of information regarding different rural development programmes', 'groupism encouraged by members', 'lack of communication facility at village level', 'low level of education'. The important suggestions endorsed by the village panchayat members were; 'amount of grant should be increased', 'training on village developmental activities should be provided to village panchayat members', 'training on leadership development and functioning of PRIs should be provided to village panchayat members', 'office procedure should be more quick, easy and in time' and 'honorarium should be given to village panchayat members'.

**Key words:** Constraints, suggestions, village panchayat members

### INTRODUCTION

The rural leaders are the symbol of development of rural community. The success of massive programmes has brought planned change in most of the developing countries which are largely depends on the active participation of local leaders and their abilities to secure the participation of local people in a programme. Village panchayat members can act as a promoter mainly in remolding and building the whole social chariot and facilitating group building activities by followers serving as a mediator in eliminating conflicts among the village fractions. But they might face some constraints in their performance like- economic constraints, technical constraints, administrative constraints, personal-social and psychological constraints and organizational constraints *etc.*

There was no any detailed research study available on constraints analysis of village panchayat members in pursuing their different roles in Banaskantha district of Gujarat state. Therefore, the present study entitled 'Constraints analysis of village panchayat members in

their job performance in Banaskantha district of Gujarat state' was planned with following objectives to access the level of constraints faced by the village panchayat members in their job performance, to study the aspect-wise constraints experienced by the village panchayats members and to seek suggestions from the village panchayat members to overcome the constraints faced by them in job performance.

### METHODOLOGY

The present study was conducted in Palanpur and Dantiwada talukas of Banaskantha district of Gujarat state to know the constraints experienced by village panchayat members in perusing their different roles. In Gujarat state, the villages who elect their panchayat members through consensus instead of election attain the status of '*samras* village'. Only *Samras* village panchayats were selected from both the randomly selected talukas. Palanpur taluka had seventeen *samras* village panchayats and Dantiwada taluka had only three *samras* panchayats. Hence, all the 20 *samras* village panchayats of both the selected talukas were selected purposively. The

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Panchayat members were having experience of three years were identified. The Panchayat members from each village were selected using proportionate random sampling technique making a sample of 120 panchayat members as respondents. With a view to identify the constraints at individual level a list of probable constraints items was prepared based on literature available, discussions with the scientists and field extension functionaries. The constraints experienced by village panchayat members were assessed against five aspects *viz.*, (i) economic, (ii) technical, (iii) administrative, (iv) personal, social and psychological and (v) organizational constraints. Thereafter, each constraint perceived as hindering the job performance was rated by the respondents on a three point continuum *viz.*, very effective, moderately effective and less effective with scores of 3, 2 and 1, respectively. The total score for individual respondents was obtained by adding all the scores of the constraints.

The respondents were categorized into three level of constraint namely low, medium and high. Further for identifying the overall important constraints and aspects-wise important constraints, the total weighted score for each constraint were computed by summing the frequencies of respondents in different response categories. The mean weighted score was calculated by dividing the total weighted score with the number of respondents.

The constraints were ranked on the basis of mean weighted scores. The suggestions of panchayat members were elicited through a simple open ended question. respondents were categorized into three level of constraint namely low, medium and high. Further for identifying the overall important constraints and aspects-wise important constraints, the total weighted score for each constraint were computed by summing the frequencies of respondents in different response categories. The mean weighted score was calculated by dividing the total weighted score with the number of respondents. The constraints were ranked on the basis of mean weighted scores. The suggestions of panchayat members were elicited through a simple open ended question. The data were collected by personal interview with the help of a well structured and pre-tested interview scheduled.

## RESULTS AND DISCUSSION

The results regarding level of constraints faced by the village panchayat members in their job performance is depicted in Table 1.

**Table 1: Distribution of respondents according to their level of constraints**

Categories	Number	Percent
Low (upto 52.17)	12	10.00
Medium (52.17 to 60.65)	81	67.50
High (>60.65)	27	22.50
<b>Total</b>	<b>120</b>	<b>100.00</b>

$\bar{X} = 56.94$  S.D. = 3.77

It is evident from Table 1 that, more than two-thirds (67.50 %) of the respondents had medium level of constraints in their job performance, followed by 22.50 per cent and 10.00 per cent of the respondents who had high and low level of constraints, respectively.

From the above findings, it can be concluded that majority of village panchayat members had medium level of constraints in performing / carrying out development programmes. This may be due to their low educational level, medium social participation, political contacts and lacking of required training for better performance as a village leader.

The constraints of the village panchayat members were assessed against five aspects *viz.* (i) economic constraints (ii) technical constraints (iii) administrative constraints (iv) personal, social and psychological constraints (v) organizational constraints. The data regarding aspect-wise constraints experienced by the village panchayat members are depicted in Table 2.

**Table 2: Aspect-wise constraints experienced by the village panchayat members**

Constraints	n=120					
	Very effective (3)	Moderately effective (2)	Less Effective (1)	Weighted score	Rank	Overall rank
<b>Economic</b>						
Inadequate fund allotted from government for development work	87	23	10	2.64	I	I
Lack of honorarium to the panchayat members working at village level	80	22	18	2.51	II	IV
No work initiated without giving bribe.	75	25	20	2.45	III	VI
				<b>Average MS = 2.53</b>		
<b>Technical</b>						
Lack of training to the village panchayat members	83	20	17	2.55	I	II
Lack of knowledge regarding PRS and development programmes	77	23	20	2.47	II	V
Lack of information regarding different rural development programmes.	63	30	27	2.30	III	IX
				<b>Average MS = 2.44</b>		
<b>Administrative</b>						
Delay in sections from upper authority	78	27	15	2.52	I	III
Lack of administrative and financial power to the village panchayat members	65	35	20	2.37	II	VII
Lack of communication facility at village level	57	40	23	2.28	III	XI
Village factions affect the development of village	44	40	36	2.06	IV	XIV
Lack of discipline in male members at panchayat office	37	50	33	2.03	V	XV
Lack of co-operation from VLW and <i>talati-cum-mantri</i> to the village panchayat members	28	48	44	1.88	VI	XX

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Lack of any type of protection to women member	25	55	40	1.87	VI	XXI
Women member could not work freely and she has to work what her husband says	22	52	46	1.80	VI	XXIII
Lack of staff in village panchayat office	18	55	47	1.75	IX	XXV
						I
				Average MS = 2.06		
<b>Personal, social and psychological</b>						
Lack of experience as leader	60	38	22	2.31	I	VIII
Low level of education	52	47	21	2.25	II	XII
Lack of people's interest in development work	43	37	40	2.02	III	XVI
Lack of co-operation and unity among village panchayat members	36	42	44	1.96	IV	XXVII
Difficulties in expressing the village constraints to upper level authorities	26	48	46	1.83	V	XXII
Difficulties in attending the meeting outside the village	19	55	46	1.77	VI	XXV
				Average MS = 2.02		
<b>Organizational</b>						
Groupism encouraged by village panchayat members	55	45	20	2.29	I	X
Lack of coordination amongst members	48	40	32	2.13	II	XIII
Political interference in panchayat work	35	45	40	1.95	III	XIX
Lack of co-operation between the village panchayat members and sarpanch	33	50	37	1.96	IV	XXVIII
Lesser trainings are organized at local level there by ruling out maximum participation	25	45	50	1.79	V	XXI
						V
				Average MS = 2.02		
				Overall MS = 2.14		

A perusal of data regarding economic constraints category presented in Table 2 clearly inferred that, 'inadequate fund allotted from government for development work' was the major constraint experienced by the village panchayat members and was ranked first (2.64 MS), followed by 'lack of honorarium to the panchayat members working at village level' (2.51MS) and 'no work initiated without giving bribe' (2.45 MS) which were ranked second and third, respectively. The average MS of economic constraints category was 2.53.

As regards to the technical constraints, 'lack of training to the panchayat members' was assigned first ranks with a 2.55 MS. The remaining constraints *viz.* 'lack of knowledge regarding PRS and the development programmes' (2.47 MS) and 'lack of information regarding different rural development programs' (2.30 MS) were ranked second and third, respectively. The average MS of technical constraints category was 2.44.

In case of administrative constraints category, 'delay in sections from upper authority' was the very effective constraint (2.52 MS) experienced by the village panchayats members and ranked first, followed by 'lack of administrative and financial power to the panchayat members' (2.37 MS) which was ranked second. The constraints *viz.* 'lack of communication facility at village level' (2.28 MS) and 'village factions affect the development of village (2.06 MS)' were ranked third and fourth, respectively. The remaining constraints *viz.* 'lack of discipline in male members at panchayat office' (2.03 MS) 'lack of co-operation from village level workers and

*talati-cum-mantri* to the panchayat members' (1.88 MS), 'lack of any type protection to women members' (1.87 MS), 'women members could not work freely and she has to work what her husband says' (1.80 MS), and 'lack of staff in village panchayat office' (1.75 MS) were ranked fifth, sixth, seventh, eighth and ninth, respectively and were found to secure MS less than average MS (2.06) which indicate lesser effectiveness of the constraints.

With regards to in personal, social and psychological constraints category, 'lack of experience as leader' was assigned first rank with MS 2.31 followed by 'low level of education' with a MS of 2.25 which ranked second. The third rank was assigned to 'lack of people's interest in development work' with a MS of 2.02. The average MS of personal, social and psychological constraints category was 2.02. Hence, the constraints having lower ranks (MS less than the average MS) were; 'lack of co-operation and unity among the village panchayat members' (1.97 MS & IV rank), 'difficulties in expressing the village constraints to upper level authorities' (1.83 MS & V rank) and 'difficulties in attending the meeting outside the village' (1.77 MS & VI rank).

In case of organizational constraints category, 'groupism encouraged by village panchayat members' was the effective constraint (2.29 MS) and was ranked first by the village panchayat members, followed by 'lack of coordination amongst members' (2.13 MS) which ranked second. The constraints having lesser effectiveness (MS less than average MS 2.02) were; 'political interfere in panchayat work' (1.95 MS), 'lack of co-operation between the village panchayat members and sarpanch' (1.96 MS) and 'lesser trainings are organized at local level there by ruling out maximum participation' (1.79 MS).

The overall mean constraints score was also worked out to give overall rank to each constraint enlisted. Those constraints having MS more than the overall MS (2.14) were considered to be most important constraints. These constraints in descending order of ranks were; 'inadequate fund allotted from government for development work (2.64 MS)', 'lack of training to the village panchayat members (2.55 MS)', 'delay in sections from upper authority (2.52 MS)', 'lack of honorarium to the panchayat members working at village level (2.51 MS)', 'lack of knowledge regarding PRS and development programmes (2.47 MS)', 'no work initiated without giving bribe (2.45 MS)', 'lack of administrative and financial power to the village panchayat members (2.37 MS)', 'lack of experience as leader (2.31MS)', 'lack of information regarding different rural development programmes (2.30 MS)', 'groupism encouraged by members (2.29 MS)',

'lack of communication facility at village level (2.28 MS)', 'low level of education (2.25 MS)'. The least important constraints in job performing of the village panchayat members having MS less than the overall MS (2.14) were; 'lack of coordination amongst members', 'village factions affect the development of village', 'lack of discipline in male members at panchayat office', 'lack of people's interest in development work', 'lack of co-operation and unity among the village panchayats members', 'lack of co-operation between the village panchayat members and sarpanch', 'political interference in panchayats work', 'lack of co-operation from VLW and *talati-cum-mantri* to the village panchayat members', 'lack of any type of protection to women member', 'difficulties in expressing the village constraints to upper level authorities', 'women member could not work freely and she has to work what her husband says', 'lesser trainings are organized at local level there by ruling out maximum participation', 'difficulties in attending the meeting outside the village' and 'lack of staff in village panchayat office'. The suggestions of panchayat members were elicited through a simple open ended question. The data in this respect are presented in Table 3.

**Table 3: Suggestions offered by the village panchayat members to overcome the constraints in their job performance n=120**

Suggestions	Number	Per cent	Rank
Amount of grant should be increased	110	91.67	I
Training on village developmental activities should be provided to village panchayat members	103	85.83	II
Training on leadership development and functioning of PRIs should be provided to village panchayat members	98	81.67	III
Office procedure should be quick, easy and in time	93	77.50	IV
Honorarium should be given to village panchayat members	76	63.33	V
Devolving more administrative and financial power to village panchayat	66	55.00	VI
Strengthening communication facilities at village panchayat	62	51.67	VII
Regular monitoring of village development work	55	45.83	VIII
Educational qualification should be decided for electing or nominating village panchayat members	52	43.33	IX
Social status of the women village panchayat members should be increased	45	37.50	X

As evident from Table 3, the important suggestions endorsed by the village panchayat members were; 'amount of grant should be increased' (91.67 % & I rank), 'training on village developmental activities should be provided to village panchayat members' (85.83 % & II rank), 'training on leadership development and functioning of PRIs should be provided to village panchayat members' (81.67 % & III rank), 'office procedure should be more quick, easy and in time' (77.50 % & IV rank) and 'honorarium should be given to village panchayat members' (63.33 % & V rank).

A good percentage of village panchayat members suggested for 'devolving more administrative and financial power to village panchayat' (55.00 % & VI rank), 'strengthening communication facilities at village panchayat' (51.67 % & VII rank), 'regular monitoring of village development work' (45.83 % & VIII rank), 'educational qualification should be decided for electing or nominating village panchayat members' (43.33 % & IX rank) and 'social status of village panchayat members should be increased' (37.50 % & X rank).

## CONCLUSION

It can be concluded from the afore said discussion that more than two-thirds (67.50 %) of the respondents had medium level of constraints in their job performance, followed by 22.50 per cent and 10.00 per cent of the respondents who had high and low level of constraints, respectively. The most important constraints in job performing of the village panchayat members in order of importance were; 'inadequate fund allotted from government for development work (2.64 MS)', 'lack of training to the village panchayat members (2.55 MS)', 'delay in sections from upper authority (2.52 MS)', 'lack of honorarium to the panchayat members working at village level (2.51 MS)', 'lack of knowledge regarding PRS and development programmes (2.47 MS)', 'no work initiated without giving bribe (2.45 MS)', 'lack of administrative and financial power to the village panchayat members (2.37 MS)', 'lack of experience as leader (2.31MS)', 'lack of information regarding different rural development programmes (2.30 MS)', 'groupism encouraged by members (2.29 MS)', 'lack of communication facility at village level (2.28 MS)', 'low level of education (2.25 MS)'. The important suggestions endorsed by the village panchayat members were; 'amount of grant should be increased' (91.67 % & I rank), 'training on village developmental activities should be provided to village panchayat members' (85.83 % & II rank), 'training on leadership development and functioning of PRIs should be provided to village panchayat members' (81.67 % & III rank), 'office procedure should be more quick, easy and in time' (77.50 % & IV rank) and 'honorarium should be given to village panchayat members' (63.33 % & V rank).

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