



## **A Comparative Analysis of the Managerial Abilities of Successful and Unsuccessful Agripreneurs**

**<sup>1</sup>Laxmi Balaganoormath, <sup>2</sup>Sangappa & <sup>3</sup>K.S. Kadian**

<sup>1</sup> Post Doctoral Fellow <sup>2</sup> Scientist, ICAR- Indian Institute of Millets Research, Hyderabad

<sup>2</sup> Principal Scientist, ICAR- National Dairy Research Institute, Karnal

Corresponding Author: [balaganoormath548@gmail.com](mailto:balaganoormath548@gmail.com)

### **ABSTRACT**

*In the present context dairy sector has potential to generate growth, diversifying income, 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 consists of 20 successful and 20 unsuccessful agripreneurs running the dairy enterprise were taken by applying proportionate random sampling method. The data was collected by conducting personal interview of respondents with the help of modified interview schedule. Managerial ability was measured by executing Managerial abilities Index. The findings revealed that 40.00 per cent of the successful agripreneurs were having high managerial abilities level. Regardless of dairy enterprise, successful agripreneurs were having high planning, directing and coordinating ability as compared to unsuccessful agripreneurs.*

Key words: Agripreneur, Dairy Enterprise, Managerial abilities, Agri-clinics & Agri Business centre

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### **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 programmers/schemes by Government of India has changed dairy farming scenario tremendously and helped the dairy entrepreneurs to obtain higher profits. Among that agri-clinics and agribusiness centre scheme which is initiated jointly by Ministry of agriculture Government of India, NABARD, National Institute of Agricultural Extension Management (MANAGE) and SFAC.

This scheme was initiated to strengthen the transfer of technology and extension services and also provide self – employment opportunities to technically trained agriculture graduates. Training is the process of improving knowledge, 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 Dairy entrepreneurs, unsuccessful Dairy entrepreneurs and clients of successful agripreneurs. A total sample of 200 respondents were 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 successful agripreneurs. Finally the respondents were categorized on the basis of total scores as follows-  
Low = Below (Mean-S.D),  
Medium = 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

### Managerial abilities of agripreneurs in running Dairy entrepreneurs

In the present study totally six dimensions were taken and under each dimension, 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 (70.00%) of the agripreneurs belonged to medium category of planning ability. The reason might be that, agripreneurs think planning as an important aspect to start any enterprise without which enterprise would not prosper. These results could be match with the results of [2] followed by low (20.00%) and high (10.00%) planning abilities categories and Satyanarayana and Sudhakar Rao [4].

Organizing is the backbone of the management. Without effective organizing 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 to run effectively. It is evident from the Table 1 that (45.00%) of agripreneurs had high level of organising ability followed by medium (40.00%) and low (15.00%) categories respectively.

Results regarding directing revealed that half of the agripreneurs fall under high category and 40.00 per cent of the agripreneurs were under low category [3]. The main reason for majority of agripreneurs belonged to high category could be attributed to the participation of family members in carrying out the dairy enterprise activities besides agripreneur alone.

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 the Table 1 that near to half (45.00%) of agripreneurs belonged to low staffing ability followed by high (30.00%) and low (25.00%) 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 the Table 1 that near to half (45.00%) 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 by Agri-clinics and agri-business centre scheme through training. 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 [5].

The perusal of the data presented in Table 1 revealed that equal (40.00%) number of agripreneurs belonged to low and high budgeting categories followed by 20.00 per cent of the agripreneurs found under low category in budgeting. The reason could be the lack of knowledge about budgeting and in some agripreneurs it could be the importance of budgeting they perceived.

### Overall managerial abilities of agripreneurs

The results regarding the overall managerial abilities of agripreneurs were presented here under Table 2. It could be inferred from the table that 40.00 per cent of the agripreneurs belonged to high category of managerial abilities followed by 35.00 per cent belonged to medium category of managerial abilities and 25.00 per cent belonged to low category of managerial abilities.

The main reason behind the high category of managerial abilities is mainly due to formal education, effectiveness of training received and innovativeness of the agripreneurs in running dairy enterprise.

Similar finding is reported by Chandramouli *et al.* [1] and Subrahmanyeswari *et al.* [6].

### 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), organizing 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 results could be that agripreneurs believes 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.

### Comparison of the managerial abilities of successful and unsuccessful agripreneurs

Results in the Table 4 shows 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 (45.00%), Organizing ability (60.00%), Directing ability (80.00%), Coordinating ability (45.00%) and budgeting ability (40.00%). The main reason could be for

this is as the main characteristics for an individual to become an agripreneur are innovativeness, risk taking ability, self confidence and motivation etc. these characteristics are inculcated by an agripreneurs and with these they are running their dairy enterprise with proper planning, organising and directing abilities.

On the other hand unsuccessful agripreneurs were having medium managerial abilities in case of planning and directing ability (45.00%), low in case of staffing (60.00%) and budgeting (70.00%). t-test value shows 5% level of significance in case of planning ability and directing ability.

**Table 1: Distribution of the respondents according to dimension wise managerial abilities**  
n=20

Managerial abilities	No.of respondents	Percentage to total
<b>Planning ability index level</b>		
Low (<0.59)	4	20
Medium(0.59-0.75)	14	70
High (>0.75)	2	10
<b>Organising ability index level</b>		
Low (<0.49)	3	15
Medium(0.49-0.68)	8	40
High (>0.68)	9	45
<b>Directing ability index level</b>		
Low (<0.63)	8	40
Medium(0.63-0.86)	2	10
High (>0.86)	10	50
<b>Staffing ability index level</b>		
Low (<0.40)	9	45
Medium(0.40-0.64)	5	25
High (>0.64)	6	30
<b>Coordinating ability index level</b>		
Low (<0.51)	6	30
Medium(0.51-0.70)	5	25
High (>0.70)	9	45
<b>Budgeting ability index level</b>		
Low (<0.56)	8	40
Medium (0.56-0.71)	4	20
High (>0.71)	8	40

**Table2: Overall managerial abilities of agripreneurs**  
n=20

Managerial abilities	No.of respondents	Percentage to total
Low (<0.59)	5	25.00
Medium (0.59-0.66)	7	35.00
High (>0.66)	8	40.00

**Table 3: Item analysis of the managerial abilities of the agripreneurs**

SI No.	Indicators	Mean score	Mean value	Rank
1	Planning ability		2.34	II
A	Critically analyse availability of inputs for dairy enterprise	2.15		
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		
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	2.18	V
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	Mobilize 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 agripreneurs 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		

**Table 4: Comparison of the managerial abilities of successful and unsuccessful agripreneurs****n= 4**

Dimensions	Respondents	Mean	SD	"t" Value
Planning	Successful	40.65	4.30	0.036*
	Unsuccessful	40.45	5.02	
Organizing	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 per cent & \* Significant at 5 per cent level of significance and figures in parenthesis shows the percentage.

**CONCLUSION**

Agricultural sector is dominated in India but there is a lack of awareness regarding entrepreneurship in this sector. Therefore concerned efforts needs to be made for motivating and inculcating managerial abilities in farmers to initiate agribusiness. The study indicated that about 40.00 per cent of the

Agripreneurs were having high managerial abilities. With respect to comparison between successful and unsuccessful Agripreneurs there is a difference in managerial abilities between them which needs to be balance through appropriate initiatives like analysis of reasons for failure of the enterprise, proper training to develop capacity of agripreneurs and continuous monitoring of enterprise to take corrective measures against problems faced in running the dairy enterprise.

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