

## Factors influencing managerial role of women and associated constraints

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**Abstract:** A study was conducted to identify the factors influencing managerial role of women and constraints associated with it. Eighty farm women who managed farms were identified in consultation with Raith Sampark Kendra (RSK) field functionaries, thus forming sample of 80 farm women. The primary data was collected from farm women by using the schedule developed for the study. The correlation coefficient between independent variables and managerial role of the farm women revealed that education, family occupation, family support, risk bearing ability, extension contact, training participation and emotional stability were positively and significantly related to managerial role of farm women at 5 per cent level of significance whereas farming experience was positively significant at one per cent level. Age was negatively significant at 5 per cent level. The coefficient of determination ( $R^2$ ) was 0.521 which revealed that 52.10 per cent of variation in managerial role index of farm women was explained by the variables such as risk bearing ability, family occupation, farming experience, family support, extension contact, training participation and emotional stability. The major constraints expressed were lack of opportunities to attend for meetings, exhibitions, demonstrations for getting knowledge (90.00 %), lack of accessibility of land (80.00 %), adverse climatic conditions (95.00 %) and high price fluctuation' (86.25 %), respectively.

**Key words:** Agriculture, Constraints, Farm women, Managerial role

### Introduction

Indian women play a significant and crucial role in agricultural development and allied fields including crop production, livestock production, horticulture and post-harvest operations. Women also performs several management and decision making roles in farming and home making practices with her male counterpart and sometimes alone. (Sreenivasulu and Punnarao, 2005). In India, the total population according 2011 census is 1.21 billion of which 623.70 million are males. Female population is 586.50 million of which 75.00 per cent of rural women belong to small and marginal farmers category. Among these, 38.87 per cent are agricultural labourers, 32.93 per cent are cultivators. Literacy rate of women is 65.46 per cent and work participation of women is 22.50 per cent (Anon., 2011).

In rural India, 84.00 per cent of women depend on agriculture for their livelihood. Women make up about 33.00 per cent of cultivators and 47.00 per cent of agricultural labourers. In Karnataka the population of women is about 3 crores of which 19.30 per cent of women are agricultural labourers and 40.33 per cent of cultivators. Literacy rate of women is 68.10 per cent and work participation of women is 31.90 per cent as per Census, 2011.

All over the world efforts are made to empower women through literacy, education and training, health support and entrepreneurship development for economic freedom in rural areas. Government is implementing number of programmes and most of them are centered around the male farmers (Department schemes of Agriculture Departments, GoK). Women centric programmes are necessary for improving status of women and bring them in main stream of rural and agricultural development.

National development is not possible without developing this important and substantial segment of any society. Efficient and smooth management of any enterprise, three factors of production such as land, labour, capital are most important among others. However, women face difficulty in availing loan as many of them do not have land ownership that becomes an obstacle to be independent producers and farm managers. Moreover, the extension approaches and strategies usually followed for transfer of technology to women are not keeping pace with their needs and problems (Sital, 2015).

Inspite of many challenges women have proved successful in many fields. Rural women who are involved in farming contribute immensely in production and post-harvest activities. However, their work is more limited to worker but not the farm managers where she can make decision on various aspects of farm management. Given the opportunity, they also manage farm effectively. With all limitations, it is observed that women are taking over the role of farm manager due to various factors and able to manage well. Managerial role is operationally defined in the study as the abilities of farm women to perform the functions of management in farm operations that includes planning, organizing, supervision, communication, coordination and controlling. Hence, the study was taken up to identify personal and situational factors that influence managerial role of women farmers and to understand the significant factors which contribute to their managerial role, so that efforts can be made to harness their potential.

### Material and methods

The study adopted Ex-post facto research design and conducted in Haveri and Bellary districts of North Karnataka

during 2019-20. Based on the secondary data on crop diversity in different taluks and discussion with field functionaries of the RSK, two taluks from each district were selected. From each taluk twenty farm women who were managing their farm were selected in consultation with RSK field functionaries thus making total sample size of 80 farm women. Purposive simple random based on random sampling method was used.

The procedure followed by Shilpa (2001) was used with suitable modifications to measure the managerial role of farm women. To know the factors influencing managerial role Karl Pearson's product movement correlation coefficient (Simple correlation coefficient) was employed to assess the relationship between the managerial role and independent variables. Multiple linear regression analysis was used to find the contribution of independent variables to managerial role of farm women.

#### **Constraints faced by farm women in performing managerial role**

To know the constraints faced by the farm women, the farm women were asked to indicate various constraints faced by them, a list of constraints was prepared after extensive review of literature and consulting experts in the field of Agricultural Extension and also asking open end questions. To know the problems faced by the farm women in performing managerial role, they were asked to indicate the problems under the detailed items *viz*, social and cultural constraints, financial constraints, technical constraints and marketing constraints. These constraints were analyzed using frequency and percentage and ranking.

#### **Results and discussion**

Results in the Table 1 depicts correlation coefficient between independent variables and managerial role of the farm women. The education, family occupation, family support, risk

Table 1. Association between independent variables and managerial role of farm women  
n=80

Sl. No.	Independent Variables	'r' Value
1	Age	-0.215*
2	Education	0.198*
3	Marital status	0.028 <sup>NS</sup>
4	Family type	0.137 <sup>NS</sup>
5	Family size	0.043 <sup>NS</sup>
6	Landholding	0.168 <sup>NS</sup>
7	Family occupation	0.215*
8	Family income	0.137 <sup>NS</sup>
9	Farming experience	0.316**
10	Family support	0.213*
11	Risk bearing ability	0.241*
12	Extension contact	0.196*
13	Mass media utilization	0.158 <sup>NS</sup>
14	Organization participation	0.142 <sup>NS</sup>
15	Training participation	0.192*
16	Emotional stability	0.275*

\*\* - Significant at 1 per cent

\* - Significant at 5 per cent

NS - Non-significant

bearing ability, extension contact, training participation and emotional stability were positively and significantly related with managerial role of farm women at 5 per cent level of significance whereas farming experience was positively significant at one per cent level. Age was negatively significant at 5 per cent level. Other independent variables such as marital status, family type, family size, landholding, family income, mass media utilization, organization participation were not significantly correlated with managerial role of the farm women.

#### **Age with managerial role**

The relationship between managerial role of farm women and their age was negatively significant at 5 per cent level. It implies that as age increases the managerial role decreases. The phenomena of women playing a role of farm manager is observed recently and most of them are educated. The study observed that 20 percent of women were young (less than 31 years) and 71.25 were middle age (31 to 50 years). Over fifty percent of them were also educated up to 10<sup>th</sup> standard (56.25 %). At middle and young age, women have high enthusiasm and energy and also exhibit determination to hard work as well as risk bearing ability. Hence, young and middle age women were found to be good in managerial role. Srividya (2014) in her study found that age had a negative and significant association with managerial role of farm women at one per cent level. The results are in accordance with study reported by Chauhan and Chauhan (2012).

#### **Education with managerial role**

The relationship between education and managerial role of farm women was positively significant at 5 per cent level. Farm women with good education exhibit good managerial role as education improves comprehension of things, increase knowledge about new cultivation practices. Educated women could maintain record of cost of cultivation in agricultural operations and also to identify of pest and diseases. Thus education positively affects the managerial role. The findings are similar to the results of Srividya (2014) who reported that the coefficient of correlation ( $r= 0.5707$ ) between education and managerial role of respondents was found to be positive and significant at 0.01 level of probability.

#### **Family occupation with managerial role**

The relationship between family occupations of farm women was positively significant at 5 per cent level. Farm women with more than one family occupation possess more managerial ability. Doing more than one occupation itself is challenging task, thus increases her organizing and planning ability and the managerial role.

#### **Farming experience with managerial role**

There was a positive and significant relationship between farming experience and managerial role at one per cent level of significance. Farm women with high farming experience gain high risk bearing ability, In addition more exposure and knowledge might have contributed for high managerial role. The results are in conformity with study reported by Sreenivasulu and Punnarao (2005). They reported that

computed 'r' value of farming experience (0.4201), was found to be significant at 0.01 level of probability.

### **Family support and managerial role**

There was a positive and significant relationship between family support and managerial role. Good family support enable the farm women to overcome any obstacle and help them explore their potential in farming by increasing their ability in decision making. Women are by nature good manager. Their character potential is not explored due to family ties, customs and cooperation of members. The results are in accordance with Patil (2016) who reported that the coefficient of correlation ( $r=0.565$ ) between family support and growth of enterprise by successful women entrepreneurs was found to be positive and significant at one per cent level of probability.

### **Risk bearing ability and managerial role**

The study revealed that there is a positive and significant relationship between risk bearing ability and managerial role at 5per cent level of significance. Farm women with high risk bearing ability are capable of adopting new network and take risk. Increase risk taking ability is necessary for increased production of crop and livestock because increased investment itself reflects high risk taking ability. The results are in consonance with study reported by and Srividya (2014) who reported that the coefficient of correlation ( $r=0.3475$ ) between risk orientation and managerial role was found to be positive and significant at one per cent level.

### **Extension contact and managerial role**

Extension contact had positive and significant relationship between managerial role of farm women. Extension agents are the best and reliable sources of information for farming community. Farm women with good extension contact might have gained more knowledge and confidence which in turn resulted in performing managerial role. Of late many government programmes were introduced keeping in view of small and marginal farmers. The extension functionaries were making some efforts to meet the farmers through agricultural and non-agricultural programmes which were mainly focused on poverty alleviation and improving socio economic standards of farm women. In the era of information explosion, several new technologies are being diffused into agricultural communities through mass media. Farm women with good mass media utilization are in position to pick up right technologies at right time and thus better management can be seen. The results are in line with study reported by Sreenivasulu and Punnarao (2005) and Srividya (2014).

### **Training participation with managerial role**

The relationship between training participation and managerial role was seen positive and significant at fiveper cent level of significance. This might be due to increased participation in training programmes increased understanding about improved methods and acquire skills in cultivation aspects and enable farm women to improve their managerial efficiency. Farm women with regular training participation can

get knowledge on new production technologies and enhance their productivity. The findings are on par with the results of Sowjanya (2014).

### **Emotional stability with managerial role**

Emotional stability had positive and significant relationship with managerial role. Farm women with high emotional stability can have better managerial ability might be due to fact that farm women can handle stress well and who can manage their temper during stressful situation and leave away personal conflicts thus capable of being good manager. Emotional stability is an energy that moves women farmer.

### **Contribution of independent variables to managerial role of farm women**

Extent of contribution made by the independent variables to managerial role of farm women was assessed through multiple regression analysis. The 'F' value (11.24 ) obtained was found to be highly significant at 1per cent level of significance (Table 2), indicating that all the independent variables put together contributed significantly to the variation in managerial role of farm women. The co-efficient of determination ( $R^2$ ) was 0.521 which revealed that 52.10 per cent of variation in managerial role of farm women was explained by all the independent variables selected for the study like family occupation, family support, extension contact, training participation, emotional stability. Further, from the results of multiple regression analysis it is observed that farming experience and risk bearing ability contributed significantly towards the variation in managerial role of farm women. Hence, these two variables could be considered as the predictors of variation in managerial role of farm women. Similar results were observed in the study of Sowjanya (2014) who reported that livestock possession, training participation, economic motivation, scientific orientation were positively and significantly associated with management efficiency of dairy farm women at one per cent level, while age, education, dairy farming experience did not exhibit any significant relationship with management efficiency of dairy farm women

### **Constraints faced by farm women in performing managerial role**

The data in the Table 3 reveals that the constraints faced by farm women in performing managerial role. Regarding the social and cultural constraints the major constraints expressed were lack of opportunities to attend for meetings, exhibitions, demonstrations for getting knowledge' (90.00 %) which ranked first, followed by lack of knowledge about new cultivation practices(83.75 %) which ranked second. Though KVK organizes several training programmes on campus, women find it difficult to attend them. There is need to organize training programmes exclusively for women off the campus. To overcome these two problems workshops, seminars, demonstrations, field trips, group discussion, training programmes on latest technologies should be organized by agriculture department and Krishi Vignyan Kendra's. Lack of extension contact (68.75 %) ranked third and discourage for mobility (60 %) ranked fourth.

Table 2. Multiple Linier Regression of independent variables with managerial role of farm women  
n=80

Sl. No.	Independent variables	Regression coefficient	Standard error	't' Value
1	Age	-0.026	0.014	0.823 <sup>NS</sup>
2	Education	0.155	0.025	1.483 <sup>NS</sup>
3	Marital status	0.010	0.371	0.265 <sup>NS</sup>
4	Family type	-0.215	0.228	1.047 <sup>NS</sup>
5	Family size	-0.197	0.061	0.335 <sup>NS</sup>
6	Landholding	0.061	0.091	0.314 <sup>NS</sup>
7	Family occupation	0.245	0.105	2.195*
8	Family income	0.150	0.172	0.144 <sup>NS</sup>
9	Farming experience	0.421	0.201	3.361**
10	Family support	0.356	0.083	2.596*
11	Risk bearing ability	0.383	0.104	3.089**
12	Extension contact	0.219	0.162	2.214*
13	Mass media utilization	0.067	0.083	0.791 <sup>NS</sup>
14	Organization participation	0.056	0.055	1.133 <sup>NS</sup>
15	Training participation	0.083	0.195	2.421*
16	Emotional stability	0.285	0.204	3.028*

$R^2 = 0.521$        $F = 11.24^{**}$       \*\* - Significant at 1 per cent per cent      NS - Non-significant

\* - Significant at 5

This might be due to some social barrier or lack of knowledge. Though women are exposed to various social activities, their contact with extension functionaries is limited. Women need to visit RSK to get information on farming for which she has to depend on public mobility or family members. In this context the department of agriculture can organise farmers' interest groups of farm women. There is need to encourage women to make use of e- mediated farm advisory services. Lack of education (55.00 %) ranked fifth and to overcome this there is need to intensify functional literacy and adult education programmes, Lack of family support/ cooperation from husband (43.75 %) ranked sixth, the reason might be due to death of her husband or male dominance in family. Lack of time due to family responsibilities/ family ties (25.00 %) ranked seventh, might be because of joint family where she as to look after the old age people and small kids in the family. Cultural taboos, mores (07.50 %) ranked eighth, might be due to custom and social traditions that create barrier for the participation of farm women.

In case of financial constraints, lack of accessibility of land (80.00 %) which ranked first and to overcome this, policy of joint ownership of existing resource among husband and wife and policy that build access to resources to farm women must be implemented. Non availability of own capital / savings (72.50 %) ranked second, might be because most of the farm women belonged to small and marginal size of land holding. 'Inability to avail loan due to lack of collateral security' (42.50 %) ranked third, might be due to most of the farm women had no access to land , smaller or less productive plots which made them unable to avail loan from banks. 'Delay in getting loan' (27.50 %) ranked fourth, this might due to more procedures and paper work and 'Lack of bank account to avail loan facilities' (03.75 %) ranked fifth, might be due to lack of knowledge.

Regarding technical constraints 'Adverse climatic conditions' (95.00 %) which ranked first, might be due to fact

that most farm women were practicing rain fed farming and unequal distribution of rainfall made them prone to adverse climatic conditions. Climatic vagaries observed in recent days is reason to express such constraint. They need to be educated on contingent planning options. 'Lack of storage facilities' (85.00 %) ranked second, To overcome this warehouse facilities must be provided, 'Lack of adequate training facility' (70.00 %) ranked third, 'Lack of knowledge about government schemes' (60.00 %) ranked fourth. Women though capable of managing farm may find difficult to contact field functionaries or institutions for assistance due to their inhibition to contact men directly. They need to be organised in to small groups so that they can participate in most of the government programmes. As witnessed by success of women self help groups, many of the

constraints can be overcome by organise them in groups. 'Lack of visit of agriculture department officials (AO/AAO)' (52.50 %) ranked fifth, To overcome this, strict rules by agriculture department officials must be made to have regular visit by AO or AAO in order to know the status of farm women concerned to their RSKs. 'Lack of adequate numbers of societies exclusively for women' (47.50%) ranked sixth, To overcome this problem more and more self-help groups or other such organizations should be formed in order to enhance their managerial ability, 'Non availability of suitable equipment / machineries' (18.75 %) ranked seventh, To overcome this problem concerned department should open separate custom hiring centres exclusively for women farmers, 'Non supply of inputs at right time' (13.75%) ranked eighth, To overcome this problem RSK / KVKS should ensure input services to women farmers who are managing their farms to practice the improved technology, 'Lack of proper planning' (13.75%) ranked ninth, might be due to lack of training, knowledge, ignorance of the farm women regarding planning in advance. 'Non availability of skilled labour' (11.25 %) ranked tenth and 'Lack of sufficient skill / inadequate skill' (05.00 %) ranked eleventh for both of these problem Agriculture department should organize workshops, trainings to upgrade their knowledge and skills to enhance their managerial ability.

In case of marketing constraints, major constraints expressed were 'High price fluctuation' (86.25 %) which ranked first. It could be because farm women are cultivating the crops without considering the demand of the crop in the market and due to high supply of produce to market may lead the price fluctuation. Exploitation of middle men' (72.50 %) ranked second, To overcome this problem government should encourage farm women to market their produce at government procurement system through mandis / APMCS in order to avoid exploitation by middle men and to get remunerative price for their produce, 'Markets are far away' (57.50 %) ranked third, 'High cost of

Table 3. Constraints faced by women in performing the managerial

Sl. No.	Constraints	Freq.	Percentage	Rank
A	Social and cultural constraints			
1.	Lack opportunities to attend for meetings, exhibitions, demonstration for getting knowledge	72	90.00	I
2.	Lack of knowledge about new cultivation practices	67	83.75	II
3.	Lack of extension contact	55	68.75	III
4.	Discourage for mobility	48	60.00	IV
5.	Lack of education	44	55.00	V
6.	Lack of family support / cooperation from husband	35	43.75	VI
7.	Lack of time due to family responsibilities/ family ties	20	25.00	VII
8.	Cultural taboos, mores	6	07.50	VIII
B	Financial constraints			
1.	Lack of accessibility of land	64	80.00	I
2.	Non availability of own capital / savings	58	72.50	II
3.	Inability to avail loan due to lack of collateral security	34	42.50	III
4.	Delay in getting loan	22	27.50	IV
5.	Lack of bank account to avail loan facilities	03	03.75	V
C	Technical constraints			
1.	Adverse climatic conditions	76	95.00	I
2.	Lack of storage facilities	68	85.00	II
3.	Lack of adequate training facility Lack of knowledge about government schemes	56	70.00	III
4.	Lack of knowledge about government schemes	48	60.00	IV
5.	Lack of visit of agriculture department officials (AO/AAO)	42	52.50	V
6.	Lack of adequate numbers of societies exclusively for women	38	47.50	VI
7.	Non availability of suitable equipment / machineries	34	42.50	VII
8.	Non supply of inputs at right time	15	18.75	VIII
9.	Lack of proper planning	11	13.75	IX
10.	Non availability of skilled labour	09	11.25	X
11.	Lack of sufficient skill / inadequate skill	04	05.00	XI
D.	Marketing constraints			
12.	High price fluctuation	69	86.25	I
13.	Exploitation of middle men	58	72.50	II
14.	Markets are far away	46	57.50	III
15.	High cost of transportation	44	55.00	IV
16.	Lack of market information	39	48.75	V
17.	Lack of linkage with marketing agencies	26	32.50	VI

transportation' (55.00 %) ranked fourth, 'Lack of linkage with marketing agencies' (32.50 %) ranked sixth and to overcome all these three problems many government procurement centres should be established at village level making farm women access to marketing facilities. Similar findings were reported by Nain and Kumar (2009), wherein their study indicated that majority of farm women expressed major constraints as non – availability of input in time (88.33 %), low price of produce (86.66%), less involvement in decision making (76.66 %), lack of knowledge regarding new technology (63.33 %) irregular and untimely rainfall (61.66%), lack of marketing facilities (56.66%), lack of plant protection measures and lack of credit facilities (45.00%) and lack of irrigation facilities perceived as least important constraint (23.33%).

### Conclusion

The correlation coefficient between independent variables and managerial role of the farm women revealed that education,

family occupation, family support, risk bearing ability, extension contact, training participation and emotional stability were positively and significantly related to managerial role of farm women at 5 per cent level of significance whereas farming experience was positively significant at one per cent level. It was found the age was negatively significant at 5 per cent level. The coefficient of determination revealed that 52.10 per cent of variation in managerial role index of farm women was explained by the variables such as risk bearing ability, family occupation, farming experience, family support, extension contact, training participation and emotional stability. The major constraints expressed were lack of opportunities to attend for meetings, exhibitions, demonstrations for getting knowledge (90 %), lack of accessibility of land (80 %), adverse climatic conditions (95 %) and high price fluctuation (86.25 %). Though women perceived several problems many of them can be addressed by group approach and for some of the problems interventions from the department of agriculture is required.

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