

A Scale to Measure Managerial Leadership among Panchayat Development Officers (PdOs)

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ABSTRACT

The study was aimed to develop a scale to measure managerial leadership among PDOs of Northern Karnataka. In the preliminary stage of scale construction, three components namely Technical, Human relations and Diagnostic areas were identified. The behavioural characteristics required for a managerial leader were listed based on review of literature and discussion with specialists in the concerned field. These traits were sent to experts for relevancy screening. Based on the scores finally 30 qualities were retained i.e. 11 under technical, 12 under human relations and 7 under diagnostic areas. The selected qualities are later framed in a statement format and used as a scale. The content and construct validity were done. Reliability of the scale was tested by employing split half method.

Key words: Managerial leadership, Panchayat Development Officer, Technical, Human Relations, Diagnostic.

INTRODUCTION

Effective extension work usually requires a rather complex organization and also management and operational procedures that reinforce the organizational structure. The latter must contribute to a favourable work environment and result in systematic and expeditious handling of the many administrative tasks of the organization. Inadequacies in any of these areas can seriously impair the performance of an

extension service. Particulars of the problem in that management needs vary greatly among organizations and at various points within the same organization. Leadership ability of the persons working in such organisations is of much importance.

It is maintained that leadership does occur in formal structures and indeed that every act of influence on a matter of organizational relevance is in some degree an act of leadership.

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To the extent such influential acts are prescribed for certain positions, even the routine functioning of the role system involves acts of leadership. In other words, leadership in the organizational context can be considered to be the influential increment over and above mechanical compliance with the routine directions of the organization. The person must exhibit appropriate leadership behaviour when he is administrating, co-ordinating, formulating, developing, implementing and evaluating the Rural Development programmes. Hence, people working in offices at managerial positions needs to develop the qualities of a leadership rather than playing the typical role performance requirements which is what we call managerial leadership.

Panchayat Development Officers (PDOs) are the officials appointed by the government to carry out the activities of Gram Panchayat with the assistance of elected members so that the goal of rural development is achieved. PDOs need to have strong managerial leadership qualities to work effectively and efficiently in the Panchayat Raj System. Albanese¹ defined managerial leadership as a “behaviour that elicits voluntary follower behaviour over and above associated with the required minimum levels of job performance”. It is needed to tap the potential gain for raising adequate to superior job performance to cope with changing internal and external environment and to provide productive, satisfying work environment. Keeping these things in preview a scale was constructed to measure the managerial leadership among PDOs.

MATERIAL AND METHODS

The process of scale development involved several deliberate steps. The details of the steps followed in developing the scale to

measure managerial leadership among PDOs are discussed below.

Identification of components

Based on the review of the past studies and discussion with the specialists in the concerned field, three components which are most relevant to measure managerial leadership of the PDO were enlisted. The components enlisted were in the areas of technical, human *relations* and diagnostic fields.

Selection of items

The behavioral characteristics associated with effective managerial leadership elicited formed the base material for the items. Based on the research, earlier studies, wide range of discussion with extension professionals and job chart of PDO, the qualities needed for measuring managerial leadership of PDOs were formulated for PDO under the above mentioned three broad areas. These were edited using the criteria suggested by Likert (1961) to make them free from double negative, ambiguity and complexity. After editing 40 qualities were retained under three different broad areas.

Relevancy weightage

Each of the three identified components consisted of qualities. They were subjected to an expert panel of judges to determine the relevancy and their subsequent screening. For this purpose, the items were mailed to 100 scientists the field of Extension from different State Agricultural Universities (SAU's). The judges were requested to indicate their response as most relevant, relevant and not relevant for appropriateness of each statement for inclusion in the index of measure particular component of managerial leadership. Total of 48 judges sent back the list of items in time. The judgments were used to work out the relevancy weightage (RW) of each quality as given below.

$$\text{Relevancy Weightage (RW)} = \frac{\text{Most relevant (x2)} + \text{Relevant (x1)} + \text{Not relevant (x0)}}{\text{Maximum possible score}}$$

RESULTS AND DISCUSSION

Considering the relevancy weightage they were screened for their relevancy. Accordingly, the statements having relevancy weightage of more than or equivalent to 0.75 were selected. Finally, 30 qualities were retained i.e. 11 under technical, 12 under human relations and 7 under diagnostic areas. The selected qualities are later framed in a statement format and used as a scale.

Validity of the scale

Validity of the scale to measure the managerial leadership of PDOs was ascertained by assessing content validity and construct validity.

A. Content validity

Kerlinger defined content validity as the representativeness or sampling adequacy of the content, the substance, matter and the topics of a measuring instrument. The content validity is the validity when it appears to measure whatever the author had in mind, what he thought he is measuring. This includes both face validity and logical or sampling validity. The main criterion is how well the content of the scale sample the subject matter which is important for the variable under study. It was ensured in the collection and selection of statements for the construction of the scale by seeking the opinion of experts and also universe of content of PDOs managerial leadership.

B. Construct validity

The construct validity of an instrument is the extent to which one can be sure that it represents the construct whose name appears in its title³. In order for the operating measures to have construct validity, the operating measure must demonstrate that it measures that specific construct and not other constructs. The construct validity of the scale was established as follows.

Correlation of the component scores with total scores

A construct is valid in many occasions by the method of internal consistency². The essential

characteristic of this method is that the criterion is none other than the total score of the test itself. The method involves finding the correlation of component scores with total scores of the test. The scale developed for the study was administered to 30 PDOs other than the respondents selected for the study to measure the managerial leadership of the PDOs. The correlation coefficients of total score of statements with components of managerial leadership namely technical area, human relations and diagnostic area were 0.82, 0.84 and 0.80 respectively. The high values of correlation coefficient justified the construct validity of the scale.

Reliability of the scale

The scale is said to be reliable when the results exhibit high degree of consistency or it consistently produces the same results when applied to measure the same phenomenon from time to time. The reliability of managerial leadership scale of PDOs was established through split half method. The scale was administered to 30 respondents. The statements were divided into two equal halves with even number items in one half and the odd numbers in the other half. The coefficient of correlation between two sets of scores of the scale was computed and found to be 0.82. Thus the reliability of the managerial leadership was confirmed.

Administration and scoring of managerial leadership

The final scale consisted of 30 statements which are to be administered to the PDOs on five point continuum viz., strongly agree, agree, undecided, disagree and strongly disagree, with the scores of 5, 4, 3, 2 and 1 for positive statements and reverse order for negative statements respectively. The scores of all the items were summated to get the managerial leadership score of PDO. The scores range from 30 to 150. A higher score revealed higher managerial leadership of the respondents.

Table 1: A scale to measure the managerial leadership of PDOs

S.No	Statements	Relevancy weightage
1.	Technical	
1.	I communicate clearly the guidelines, procedure and methods of the programmes to subordinates	0.86
2.	I have definite ideas regarding the aims, purpose and goal towards which the gram panchayat is working	0.86
3.	I make rational and quick decisions to protect the panchayat philosophy and its interest	0.80
4.	I assign work in such a way that subordinates can cope with the work	0.86
5.	I always insist on to maintain up to date records and send the reports in prescribed format	0.85
6.	I am effective in organising meetings and such other functions	0.77
7.	I take up responsibilities even on short notice and get things done	0.78
8.	I try to achieve a balance between needs for flexibility, creativity, order and discipline	0.77
9.	I fail to manipulate available resources and situations to the advantage of the organization	0.81
10.	I keep abreast of latest developments in the organisations field of endeavour	0.78
11.	I try to be biased while implementing schemes and programmes	0.83
2.	Human relations	
1.	I show concern for people and society which increases my effectiveness	0.80
2.	I reinforce group confidence by appreciating and recognising the work of my team	0.83
3.	I encourage healthy competition and avoid conflicts among the staff as it weaken the group	0.84
4.	I listen patiently and understand others view point and explanations	0.84
5.	I try to maintains cordial relation with other panchayat bodies and village people	0.83
6.	I provide leadership in accomplishment of tasks and achieving targets	0.83
7.	I appreciate subordinates and recommend for incentives for having achieved the targets	0.77
8.	I understand subordinates problems and help in difficult situations	0.79
9.	I has capacity of evaluating people and their motives	0.75
10.	I am impartial and unbiased towards subordinates	0.83
11.	I win the confidence of local leaders through effective explanation and clarifications	0.77
12.	I apply team building techniques for staff to have close interactions	0.83
3.	Diagnostic	
1.	I take risk if necessary while implementing the work	0.79
2.	I provide constructive feedback information on the task accomplished	0.78
3.	I review work progress and provide constructive guidance	0.85
4.	I am quick in making decisions that are clear and rational	0.83
5.	I am capable of visualising consequences	0.79
6.	I am able to perceive and comprehend ideas, problems and solutions quickly	0.81
7.	I formulates novel ideas for improving efficiency and quality of work	0.83

CONCLUSION

The scale developed to measure the managerial leadership among PDOs was

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standardized and found to be reliable and valid. The scale would enable the researchers, policy makers and Department of Panchayat

Raj and Rural Development to identify and improve their managerial leadership abilities. Such acts of improvements will help in the appropriate utilization of resources available and come out with new ideas for making the dream of 'Gram Swaraj' a reality.

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