



PERFORMANCE APPRAISAL IN RBEDS

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In the management of extension organization two main mechanisms are involved. One is quality of extension service i.e. value of the work to meet the clients' accelerating expectations and the other is the management of personnel. This study on the functioning of Rubber Board Extension Delivery System (RBEDS) is concerned with "Quality of Extension Service and its Performance" (QESP). The objective of QESP has shifted from the traditional evaluation, where the organisation is assessed merely as a mechanism to control employees by taking administrative action in respect to overall impact of the organisation. The true measure of an organization's effectiveness is quality of its service and the performance, as a whole to delight customer.

To bridge the gap between extension domain and customer delight, extension organizations are faced with new rules of competition and the need to respond quickly to changes in the market place. Extension organizations are finding that many management systems that worked well in the past are not effective in the new millennium. In particular, the performance of extension systems of yesterday, designed to capture measures that keyed to financial based target performance, do not provide timely clues as the organization's management of skills, systems, and values critical for competitive success today and in the future. This study provides a broad analytical overview on extension management systems and its performance.

Focus on the quality of extension service and performance

The QESP system is a powerful behavioural and organizational assessment tool. When the system includes the right measures linked to the organizations'

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strategy, extension personnel and clients, it provides a right approach for their actions. This is especially important when the organisation faces challenges, (or) alters its strategy. To exploit these intangible assets, extension organizations are attempting changes in their operating assumptions to include the sustainable development strategy. Perhaps the most frequent critique made of grassroots development programmes is that they have been planned with little attention being given to the "Grassroots Policy within Institutional Context". Therefore, the art of "*governing and managing*" extension education service is changing at a rapid pace in the government sector, and the policy makers are continually discussing the evolving nature of extension service and its effects on them. This implies that the issues of investigating how extension education and service organizations such as Rubber Board Extension Delivery Systems (RBEDS) can manage its remote extension personnel and clients service effectively.

Review of Literature

The term *high performance* is increasingly being used to label the transformed high commitment of an organisation. In the 80's high performance was considered as synonymous with high commitment and involvement. Wilton (1985) and Lawler (1986) developed the models involving the combined use of certain personnel practices such as job-flexibility, problem solving groups, team working based on the assumption that their effect on commitment for organizational performance. Organizational commitment by itself was generally associated with attitudes desirable for high level of consciousness, willingness to change and open-mindedness. High involvement management gives much importance for enlarging the skills and knowledge of all employees. In the 1990's the term high performance has become increasingly popular. High performance systems are considered to focus beyond human resource development systems. Lawler (1995) himself termed high performance systems as personnel and operational methods which can guarantee higher productivity, competitiveness, higher service and products. Wood (1999) in his study also found that there is an integrative existence of commitment in high performance management. The high commitment management

reflects the growing confidence in its ability to produce economic gains than quality of performance, as several well designed research studies have demonstrated (Wood, 1998).

In the management of extension systems there are two main mechanisms, one is organisation based performance i.e., achieving high performance of organisation goals such as fulfilling both financial and beneficiary oriented target, yield productivity, area enhancement, total man power resource and its performance, upliftment of low-economic groups etc. These mechanisms were performed in a higher level in extension due to its organizational and national policy mandate based on the five year financial plan performance schedule. The other mechanism is, "Quality of performance" i.e., the discipline of customer and their delight. One of the most important human dimension of extension mechanisms in the millennium is, that goes a long way in systematically improving the overall performance level of customer as well as organisation. It is the quality of extension service performance, which in turn is an integration of quality of work and internal & external customer management. Many extension organizations within WTO regime are in urgent need of revitalized commitment to the "Quality of Performance" than "High Performance" in pursuit of excellence, to develop an effective management style and evolve comprehensive quality of managerial culture in totality (i.e. QESP). In this regard, Singh (2000) stated that few studies have appeared tend to examine either employees service quality (or) their performance productivity, but rarely both. Empirical studies have, for the most part, not addressed the differential effects of service quality and customer satisfaction on behavioral consequences. Exceptions are studies by Taylor and Baker (1994), Gotlied, Grewal, and Brown (1994), Dabholkar (1995a), and Bansal and Taylor (1997) that have examined the differential effects of the two constructs. However, the findings are somewhat different across these studies and more research is needed to investigate the possible mediating role of customer satisfaction in the relationship between service quality and behavioural intentions in extension service context. A functional issue raised by the ascendancy of the quality performance terminology is whether there is any propensity for the extension personnel resource man-

agement associated with quality of work and performance to co-exist together, or with forms of performance related to customer delight. An exploratory study examining this question, which uses data from a survey of 91 extension personnel of RBEDS.

Methodology

The respondents for the study were Development Officers, Assistant Development Officers, Field Officers and Extension agents (attached to the good RPS). The Extension personnel were selected from all the regional offices of the 4 supervisory division (Kottarakkara, Kottayam, Manjeri and Muvathupuzha) using proportionate random sampling procedure. Totally 120 respondents were selected from the Rubber Board Staff register based on simple random sampling procedure for the study. Out of which, 91 extension personnel were responded.

(a) Theoretical perspective for research design

This research effort was considered as a problem solving or decisions oriented policy research. It was aimed at influencing and having an impact upon locally initiated action and overall design and, functioning of RBEDS. The study focussed on “Self - Efficacy Theory” to evolve a sustainable strategy that predicts the relationship between antecedents to RBEDS employees/clients work self-efficacy assessment and their behavioural and attitudinal consequences.

The self-efficacy theory (Gist, 1992) is an important component of social cognitive theory, which suggests that an individual's behaviour, environment and cognitive factors (i.e. expectations & commitment) are all highly interrelated. The self-efficacy with respect to this study implies as “ a judgement of extension personnel's” ability and their service to execute a particular task (or) behaviour pattern. Self-efficacy judgements also determine how much effort an extensionist will spend on a task (or) service and how long they will persist with it. Extension personnel with strong self-efficacy have greater efforts to master a challenge while those with weak self-efficacy are likely to reduce their efforts.

(b) Data Analysis

Efforts to code and analyze data were continued from the beginning of the field research to the end. Data consisting of informant's words, feelings, thoughts, attitudes and actions obtained from the literature review, project documents, open-ended interviews, and observation were analysed by using content analysis with help of cross-tabulation, percentage, rankorder, multiple regression analysis, pearson correlation, "t" test and spearman rankorder correlation coefficient. Research team collected information on a large set of variables to understand different functional aspects of RBEDS. When a large number of variables were measured, the total volume of data to be analyzed increased substantially. In the case of data analysis for extension personnel, there were 290 variables selected to measure the RBEDS performance management through multiple regression analysis.

(c) Preparation of Data

Since all the variables of the model were qualitative, researcher couldn't use them directly for regression. There arised a need to prepare the data, for example, in the case of quality performance management, there were seven items. For each variable the respondents had three options, such as always (3), sometimes (2), and never (1). For each item a total score was calculated and on the basis of which weight was assigned to that particular variable (weight=score obtained by that particular/total score). The weighed averages were obtained for each variable and finally the box-cox transformation of that average was selected and considered. Total 3 steps were carried out in each regression to get individual as well as joint significance with higher level of significance. Insignificant variables were dropped and subsequently, regression was done for different sets of variables. Pearson correlation was carried out to know the relationship among the variables. The 't' test was conducted to find out the difference between the two respondents at different levels (0.05 and 0.01) of significance.

(d) Demography of Extension Personnel

The majority of the extension personnel were under the age group of 35 to 50 years. Seventy seven percentage of the extension personnel of the

Rubber Board were female. Their educational qualification includes B.Sc. and M.Sc. and majority of them hold undergraduate qualification. Eighty five percent of the field officer had less than 15 years experience and 35 percent of the respondent from all categories had 15 to 30 years experience. Fifty four percent of extension personnel had 2 to 5 children. Sixty three percent of extension personnel belonged to income group of Rs.5000 to 10000 per month category and 6 percent represented the range of Rs.15000 to 20000 per month.

Measurement

The variables used were constructed using established scales. In some cases, scales had to be modified suitable to RBEDS. All items were rated on a three-point scale. The dependent variable of "Quality Performance Management (QPM)" was measured by a scale developed by the researcher.

Descriptive statistics and correlations shown in **Table 1**, reveals that variables had high correlations among themselves. Quality performance management (QPM) had high correlation value (0.992) with Programme Planning Processes. In the case of correlations among the independent variables, Building of self-ability had high correlation value (0.983) with Programme Planning Processes. Highest correlations of Programme Planning Process were with Attitude of Extension Personnel and Efficiency of Supervision (0.987). Perception of Subsidy had high correlation value (0.981) with Attitude of Extension Personnel. Attitude of Extension Personnel had high correlation value (0.990) with Efficiency of Supervision. Job motivation had high correlation value (0.987) with Efficiency of Supervision. One of the important observations to be made is that all the variables had comparatively low correlation value with the ratio of field officer with clients.

The independent variables, building of self-ability, programme planning process, perception about subsidy, attitude of extension personnel, job motivation, efficiency of supervision and ratio of field officer to clients were related to measure the consequences on QPM. This type of relation was tested by using ordinary least square (OLS) regression. Specifically, determining

Table 1: Descriptive statistics and correlations among the variables of Quality Performance Management

Variables	Mean	SD	1	2	3	4	5	6	7	8
1. Quality Performance Management (Dependent Variable)	2.44	2.46								
2. Building of Self-ability	16.03	16.31	0.980	-						
3. Programme Planning Process	0.39	0.39	(0.992)	(0.983)	-					
4. Perception about Subsidy	1.82	1.84	0.980	0.974	0.982	-				
5. Attitude of Extension Personnel	2.37	2.38	0.990	0.980	(0.987)	(0.981)	-			
6. Job Motivation	2.46	2.48	0.980	0.980	0.986	0.980	0.989	-		
7. Efficiency of Supervision	2.33	2.35	0.980	0.970	(0.987)	0.979	(0.990)	(0.987)	-	
8. Ratio of Field Officer to Clients	2.07	2.35	0.870	0.850	0.870	0.870	0.870	0.870	0.880	-

Note: All the correlations are significant at 1% level.

factors were tested for significance. Regression results of the step 1 in Table 2 shows that the building of self-ability, perception about subsidy, efficiency of supervision, programme planning process, attitude of extension personnel, job motivation had marginal positive impact on the estimated QPM, but the ratio of field officer to client had negative marginal effect on QPM. For the better understanding, model of the step 1 is given below:

Model of step 1 (without the Intercept Term):

$$Y = \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \beta_7 X_7 + \beta_8 X_8 + U.$$

$$Y^{\wedge} = 0.021 X_2 + 1.952 X_3 + 0.280 X_4 + 0.173 X_5 + 0.090 X_6 + 0.102 X_7 - 0.021 X_8$$

Y = High Performance Management.

X₂ : Building of self-ability.

X₃ : Programme Planning Process.

X₄ : Perception about Subsidy.

X₅ : Attitude of Extension Personnel.

X₆ : Job Motivation.

X₇ : Efficiency of Supervision.

X₈ : Ratio of Field Officer to client.

Although the coefficients were jointly significant, all coefficients were not individually significant. As seen from the **Table 2** only the regression coefficient of building of self-ability, programme planning process, perception about subsidy and attitude of extension personnel were individually significant. R^2 value of this regression was 0.991 and adjusted R^2 was 0.990. Standard error of the estimate was 0.248 (i.e. extent of perfectness of the regression).

Table 2: Results of regression coefficients (Step-1) on Quality Performance Management of RBEDS by the selected variables

Sl. No.	Variables	Regression coefficient	Standard error of estimation	T statistic	P value
1	Building of self-ability	0.021	0.010	2.227**	0.029
2	Programme planning process	1.952	0.539	3.620**	0.001
3	Perception about subsidy	0.280	0.085	3.293**	0.001
4	Attitude of extension personnel	0.173	0.097	1.782*	0.078
5	Job motivation	0.090	0.083	1.080 ^{NS}	0.283
6	Efficiency of supervision	0.102	0.091	1.115 ^{NS}	0.268
7	Ratio of field officer to clients	-0.021	0.024	-0.859 ^{NS}	-0.393

**Highly Significant $\leq 0.05\%$; *Significant $\leq 0.1\%$; NS - Non Significant

$R^2=0.991$; Adjusted $R^2=0.990$; Standard error of estimate = 0.248

In order to get better model, the insignificant variables were dropped. Since, the researcher felt that efficiency of supervision was an important variable, it was included in the second step. In the second step, building of self-ability, programme planning process, perception about subsidy and efficiency of supervision were considered for multiple regression. The model of step 2 is illustrated below:

Model of step 2:

$$Y = \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_7 X_7 + U.$$

$$Y^{\wedge} = 0.028 X_2 + 2.256 X_3 + 0.327 X_4 + 0.221 X_7$$

Table 3: Results of regression coefficients (Step-2) on Quality Performance Management of RBEDS by the selected variables

Variables	Regression coefficient	Standard error of estimation	T statistic	P value
Building of self-ability	0.028	0.009	2.947**	0.004
Programme planning process	2.256	0.530	4.256**	0.000
Perception about subsidy	0.327	0.082	3.970**	0.000
Efficiency of supervision	0.221	0.075	2.970**	0.004

**Highly Significant $\leq 0.05\%$; $R^2=0.990$; Adjusted $R^2=0.984$
Standard error of estimate =0.2536

Second step regression as shown in the **Table 3** reveals that all the independent variables had positive impact on QPM and found to be individually and also jointly significant. Among the 4 independent variables in the step 2, programme planning process, perception about subsidy had high regression coefficient value, followed by efficiency of supervision and building of self-ability. The modified value of R^2 regression was 0.990, adjusted R^2 value was 0.984 and standard error of the estimate was 0.253.

Further, step 3 regression was carried out with different independent variables. In this regression, independent variable attitude of Extension Personnel was included along with programme planning process, building of self-ability and perception about subsidy. Results of multiple regression in **Table 4** reveals that all the selected variables had positive impact on QPM.

Model of step 3:

$$Y = \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + U.$$

$$Y^{\wedge} = 0.024 X_2 + 2.234 X_3 + 0.290 X_4 + 0.271 X_5$$

Table 4: Results of regression coefficients (Step-3) on Quality Performance Management of RBEDS by the selected variables

Variables	Regression coefficient	Standard error of estimation	T statistic	P value
Building of self-ability	0.024	0.009	2.600**	0.0110
Programme planning process	2.234	0.505	4.421**	0.0000
Perception about subsidy	0.290	0.082	3.503**	0.0007
Attitude of extension personnel towards RBEDS	0.271	0.077	3.507**	0.0007

** Highly Significant $\leq 0.05\%$; $R^2=0.003$; Adjusted $R^2 =0.030$

Standard error of estimate = 0.248

All the related variables were joint significant as well as individually significant. In the third step regression also, regression coefficient of the programme planning process was higher (2.234) followed by perception about subsidy, attitude of extension personnel and building of self-ability. R^2 value of the third step regression was 0.003, adjusted R^2 was 0.0309 and standard error of estimate was 0.248. As the measurement model of regression demonstrated across three models an accepted fit, between QPM and programme planning process as well as perception about subsidy as the most effective factors for the quality of extension service and its performance in RBEDS.

Discussion

Overall, the study examined several issues related to the conceptualization of the quality of extension service and its performance. A basic aim was to make a theoretical contribution to Quality Performance Management (QPM) by including organization related variables and the grassroots service context of the setting. Consistent with the concept of QPM, the regression results suggest that QPM has a positive and direct impact with programme planning process and perception of extension personnel regarding subsidy oriented development. Although, study indicated reciprocal effects between QPM and building of self-ability as well as attitudes of extension personnel towards RBEDS, the effect of programme planning process and perception about subsidy had shown a significantly larger than the others.

The dependent variable (QPM) consist of seven items such as team work, rotation of work responsibility, multidisciplinary training, high sensitivity, job flexibility, persuasive leadership and capacity building. The QPM variable and its items with mean, SD and rank are given in **Table 5**. The table further reveals that the important factor which influenced the RBEDS towards QPM are high sensitivity of individual extension officers to meet the needs of RBEDS and clients (84%), an efficiency of extension personnel on teamwork with the colleagues, superior and clients (71%) and freedom & flexibility on job based on the situational needs (55%). However, further improvement in RBEDS is required to enhance QPM by improving the capacity of the personnel in the following items such as rotation (or) sharing of work responsibilities (14%). For e.g. the Rubber Board Regional Office is headed by a Development Officer with supporting staff of 2-3 Assistant Development Officers and 10 Field Officers. In the case of job rotation, it is desirable to assign the schemes such as woman development, RNP, quality upgradation, RPS etc to the different levels of official such as ADO, Senior Field Officer on a rotational basis at the regional level than giving the full responsibilities to the Development Officers. Similarly, to enhance QPM in RBEDS the multidisciplinary training (21%) in the area of programme planning and evaluation, application of socio-psychological aspect in extension and participatory extension is required. Emphasis on persuasive leadership style (48.4%) than authoritative for the regional and supervisory level officers may also be required to enhance the overall QPM in RBEDS.

Nonetheless, the independent variables clearly indicates that QPM is mutually reinforcing and suggests the need for extension organizations to be aware of the importance of programme planning and perception on subsidy variables as the most important factors. The regression coefficient values in model of step 3 further reveals that, if participatory programme planning process skills of the extension personnel increased atleast by one unit, through proper training and sensitization at the grassroots and regional level (other variables remaining unchanged), the overall QPM of RBEDS would increase by 2.23 units. The second important factor for QPM was perception about subsidy. This findings supports the argument that valence (or) value

extension personnel place on subsidy in general influence their QPM. Hence, if RBEDS can develop appropriate subsidy strategy to enhance its clients' self-reliance at one unit level, it improves 0.29 unit level of QPM in RBEDS.

Table 5: Statements of Quality Performance Management

N=91

Sl.No.	Items	High %	Mean	SD	Rank
1.	Teamwork: I work together with clients and superiors as a unit for effective extension deliverance.	71.4	2.71	0.48	II
2.	Rotation of work responsibilities: Work responsibilities (e.g. coordinating quality related assignment) was rotated among the officials of the districts.	14.3	1.78	0.68	VII
3.	Multi disciplinary training: Training in different aspects was required for effective functioning of extension officials.	21.0	2.15	0.56	VI
4.	High sensitivity: I am highly receptive to organizational and client needs.	84.0	2.84	0.36	I
5.	Job flexibility: My duty varies from the job functions to the situational needs.	55.0	2.52	0.57	III
6.	Persuasive leadership: RBEDS leadership is always persuasive (able to persuade) than authoritative.	48.4	2.41	0.67	V
7.	Capacity-Building: I work through local groups because local people have more credibility and accessibility.	56.4	2.49	0.64	IV

Conclusion

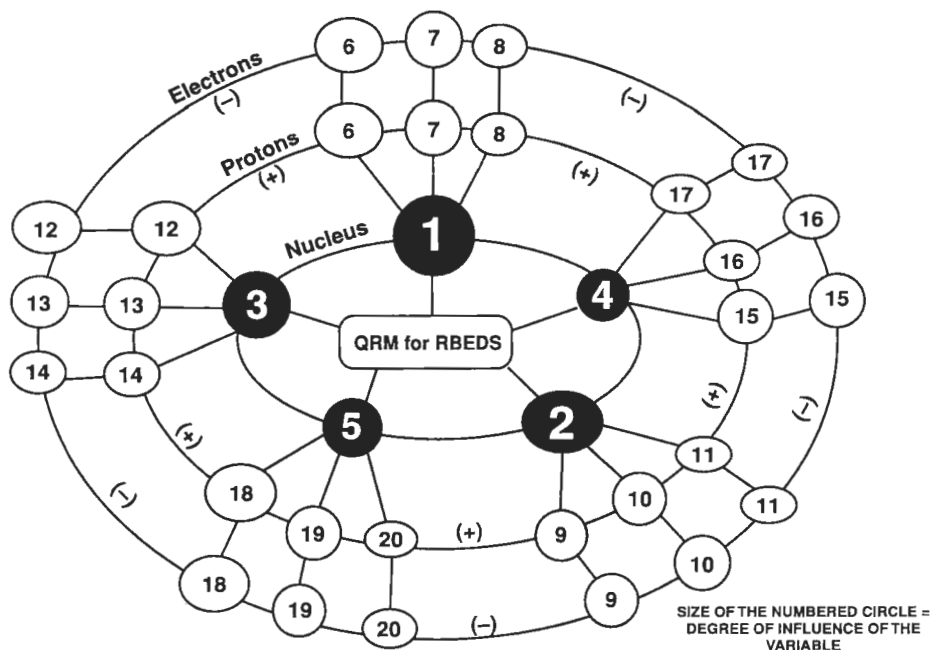
To achieve an adequate test of the notion, mean value for five independent variables such as programme planning process, perception about subsidy, building of self-ability, attitude towards RBEDS and efficiency of supervision were identified for two sets of measures i.e., positive (highest mean value) and negative (lowest mean value) for 15 items in each column. The column one was an item to programme planning process and the fifth referred to the efficiency of supervision. The figure 1 illustrates QPM model and its interrelationship between QPM and other independent variables in the form of atom i.e., structure and the functions of orbits. The results in figure indicates that in order to further enhance the overall QPM in RBEDS, the

items listed in Fig.1 under the column B (electrons) with lowest mean values must be given high priority for improvement. For example, enhancing clients active participation in planning and implementation process perceived with lowest mean value was 1.95 out of 3.00 by the extension personnel. The statement further indicates that the involvement of RBEDS clients in the programme planning processes is minimal. Subsequently, the data further suggests that improvement in the level of knowledge on people-centered development for the extension personnel will contribute a greater impact on QPM. On the other hand, under the column A (protons) with highest mean value (i.e.,) 2.78 reveals that providing an effective learning and field based sensitization for extension personnel of RBEDS on programme planning process would further enhance their capacity towards QPM.

To fully understand the QPM with atomic structure and function, one must understand the dominant influence and congruency of electrostatics (or) its competitive affect on extension system. An atom consists of protons, neutrons and electrons. Protons and neutrons are present in the nucleus. Electrons revolve around the nucleus in different orbits. An atom has an equal number of protons and electrons. The charge of a proton is +ve, the charge of an electron is -ve and the charge present on the neutron is zero. The orbits in which the electrons revolve are called stationary orbits because an electron in these orbits does not radiate energy. The electrostatic force between electron and nucleus supplies the required centripetal force. When an electron jumps from a higher energy orbit to a lower energy orbit by loosing energy gives out electromagnetic radiation of a particular frequency. Similarly, when the energy is supplied to electrons, they jump to the higher orbit from a lower orbit, which gains out electromagnetic radiation of a particular frequency. The functioning of atomic structure, principles of electron and proton are applied to assess the QPM of RBEDS. The details are given below.

In case of RBEDS, the extension service parameters were assessed to predict the Quality Performance Management (QPM) of RBEDS using multiple regression steps. The data reveals that variables such as (1)programme planning process, (2)perception about subsidy, (3)building of self-ability, (4)attitude towards RBEDS and (5)efficiency of supervision are an important

Fig.1 : Factors responsible for Quality of Extension Services and its Performance in RBEDS



A. Positive (highest mean values) PROTONS		B. Negative (lowest mean values) ELECTRONS	
1. Programme Planning Processes:			
6) For effective programme planning training and sensitization is needed (mean 2.85).	7) Very well aware of planning process of task for monthly, weekly and daily basis (2.78).	6) My clients are actively participating in planning and implementation process (mean 1.95).	7) I was trained very well in the principles and concepts of planning process and its application for clients centered development (2.00).
8) Aware of task related problems and its measures to tackle it (2.69).		8) My programme is planned with extensive involvement of RPS, community leaders and other rubber growers (2.04).	
2. Perception about subsidy:			
9) Subsidy motivate the rubber growers to establish rubber Garden effectively (mean 2.80).	10) Subsidy without innovations make no difference in the life of Rubber growers (2.15).	9) Subsidy reduces my freedom (mean 1.17).	10) Subsidy should be given only when the prices are low (or) crisis occur (1.19).
11) Subsidy oriented development approach tend to bring effectiveness and commitment (1.81).		11) Subsidy oriented development approach worsens relationship between the rubber growers and extension personnel (1.21).	
3. Building of self-ability:			
12) My work is prioritized and organized (mean 2.93).	13) I am more enthusiastic to learn new things (2.91).	12) I take criticism to my favour (mean 2.47).	13) I voluntarily take leadership role (2.49).
14) I analyze issues thoroughly and act decisively (2.83).		14) I seek advice of senior extension officers and clients for development (2.76).	
4. Attitude towards RBEDS:			
15) Work culture of the RBEDS is in high order (mean 2.74).	16) I feel enthusiastic to work for RBEDS (2.72).	15) Rubber Board is fair in distribution of duties and responsibilities (workload) among officials (mean 1.57).	16) Extension work gives me an opportunity to perform my task based on my interest (1.71).
17) High co-operation and teamwork exist in the RBEDS (2.70).		17) Officials of RBEDS recognize hard work (2.21).	
5. Efficiency of supervision:			
18) Development officers coordinate and facilitate the activities of all extension personnel (mean 2.79).	19) Development officers communicate immediately the information needed by the field officers (2.77).	18) Development Officers (DOs) ensure prior communication and feedback from the field officers in day to day activities (mean 1.50).	19) DOs are aware of empowerment techniques to motivate field assistants for total commitment in extension (1.57).
20) Development officers motivate colleague regularly (2.68).		20) DOs involves all the extension personnel in the programme planning process (1.63).	

indicator of electron and proton for QPM. If energy is added (heated) to the RBEDS, the electron orbit (items listed under the column B) would respond by jumping from one orbit to another and it changes its energy states. In response to heat, it would jump to a higher orbit, one step further from the nucleus (QPM). If the heat is turned higher, the electron (i.e. fifteen elements of programme planning process, perception about subsidy, building self-ability, attitude towards RBEDS and efficiency of supervision) would keep jumping to higher and higher orbits. If it is cooled off (move closer to the nucleus), it would absorb energy. When energy is no more added, the electron would return to its ground state. Similarly, if Rubber Board adds its vital energy to the QPM. The negative mean value of QPM (electron) moves near to the nucleus and absorbs energy for quality performance. If the case is reversed, the negative electrons move far from the nucleus (QPM) and emit (discharge) its energy.

Implication

Historically, extension service planning has been taken the ideas and concerns of clients into consideration. It is generally accepted that the quality of extension service and customer delight is associated with the participation of local leaders, clients and institutions. The participation varies in degree and has been subject to many interpretations and overt actions. In practice, participatory approach has been carried out in two extremes. One extreme finds the extensionists dominating programming decision (professional dominance). In the other extreme, local leaders (or) institution (prestige dominance) dominate such decisions. Under these circumstances, the quality of performance and management of extension service may not be based on sound factual information (or) judgement of the clients. The extension service prides itself in being one of the leading empowered adult education movement in the world. One of the basic reasons it has achieved this reputation is because the content of extension service reflects to significant needs and concerns of its clientele. In this regard Heckel says that maximum involvement of potential and actual constituents in programme building produces the best results. According to this study, the participatory programme plan-

ning processes and an understanding on the objective and vision of extension service (e.g., purpose of subsidy oriented development) both by the clients and extensionists remains the mainstream of success for QPM.

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