

Gap Between Role Perception and Role Performance of Formal Leaders

D.T. Bhagiya¹, H. C. Naik² and R. D. Pandya³

INTRODUCTION

Formal leaders are important to multiply the development activities taken under the different development programmes. They are without doubt in contact with the large society through several links. It has been realized that villagers do not readily accept an outsider and have confidence in local leaders. The success of extension programmes depends on leaders thinking, behaviour and role played by them. In view of the above, present investigation has been undertaken with the following objectives :

OBJECTIVES

1. To determine the gap between role perceived and role performed by the formal leaders
2. To explore the probable reasons for gap between role perception and role performance.

METHODOLOGY

The present study was conducted in Navsari taluka of Valsad district of Gujarat State. Total 175 respondents were personally interviewed from 20 systematic randomly selected villages.

A five point rating scale developed by Suryavanshi (1974) was used with due modification to measure the perception of leadership roles. While, role performance was measured with the help of three point

scale. To measure the gap, mean scores for each role perceived and role performed were calculated and finally converted into percentage.

RESULTS AND DISCUSSION

I. Gap between role perception and role performance

The data about the gap between role perceived and role performed are presented in Table 1.

1. Planner

The data presented in Table 1 reveal that, the gap between role perceived and role performed as planner was 7.16 per cent. Thus, it can be concluded that the magnitude of the gap in this role was low. This corresponds with the high role perception and role performance of leadership role as planner.

2. Executor

The gap between role perceived and role performed as executor was 8.47 per cent. Thus, it can be concluded that the gap regarding leadership role as executor was low.

3. Communicator

There was 14.66 per cent gap with respect to leadership role as communicator, which was high. The probable reason for this gap might be due to leaders are not able to communicate the message as well as communication media

1. Ex. post graduate student.

2 & 3. Assistant Professors, Deptt. of Extension Education, N.M. College of Agriculture, GAU, Navsari.

Table 1. Gap between role perception and role performance of different leadership roles.

Sr.No.	Name of role	Role perceived		Role performed		Gap in Percent
		Mean	Percent	Mean	Percent	
1.	Planner	12.99	86.60	7.19	79.44	7.16
2.	Executor	11.67	77.80	6.24	69.33	8.47
3.	Communicator	13.25	88.33	6.63	73.67	14.66
4.	Spokesman	12.45	83.00	5.78	64.22	18.78
5.	Motivator	11.22	74.80	5.48	60.33	14.47
6.	Harmonizer	12.47	83.13	6.53	72.56	10.57
7.	Advisor	11.44	76.27	5.93	65.89	10.38
8.	Help in supplies and services	101.42	69.47	5.30	58.89	10.58

are not available for communicating the message.

4. Spokesman

The gap observed with respect to leadership role as spokesman was high, i.e. 18.78 per cent. The probable reason for this gap might be that leaders feel hesitation in facing higher officers.

5. Motivator

There was 14.47 per cent gap with respect to leadership role as motivator, which was high. The probable reason for this gap might be that the role of motivator is a tedious and require more time

6. Harmonizer

The gap with respect to leadership role as harmonizer was 10.57 per cent. Low gap indicate that there was close similarity with high role perception and role performance of leadership role as harmonizer.

7. Advisor

The gap (10.38 per cent) with respect to leadership role as advisor was low. This

corresponds with high role perception and role performance for formal leaders as advisor.

8. Helps in supplies and services

There was 10.58 per cent gap with respect to leadership role as helps in supplies and services was low. This coincides with role perception and role performance of formal leaders as helps in supplies and services.

II. Reasons for gap between role perception and role performance

The respondents were requested to express their reasons which were influenced in the gap between role perception and role performance. The frequency for each reason was calculated and were ranked in descending order. The data in this regards are presented in Table 2.

The perusal of the data presented in Table 2 reveal that the first four reasons suggested by the respondents need greater attention as they they exceed the overall mean value. Among them, more than twenty percent. of the respondents

Table 2. Reasons for gap between role perception and role performance.

Sr. No.	Reasons	Number	Percent	Rank
1.	Did not have enough power.	75	42.86	I
2.	Outside help was not available.	62	35.43	II
3.	Co-operation of the villagers was not available.	51	29.14	III
4.	Villagers were conservative	39	22.29	IV
5.	Leader was unable to communicate.	28	16.00	V
6.	Communication media were not available.	20	11.43	VI
7.	Facilities were not available	14	8.00	VII
8.	Unity and co-operation were not there among formal leaders.	12	6.86	VIII
9.	Villagers did not indicate about their needs, interests	8	4.57	IX
10.	Lack of time.	6	3.43	X
Mean frequency			31.50	

gave higher important to "did not enough power", "outside help was not available", "co-operation of the villagers was not available" and "villagers were more conservative".

CONCLUSION

The gap was low in leadership roles like planner, executor, harmonizer, helps in services and supplies and advisor, while, the gap was high in roles like spokesman, communicator and motivator.

As regards reasons "Did not have enough power" and "outside help was not

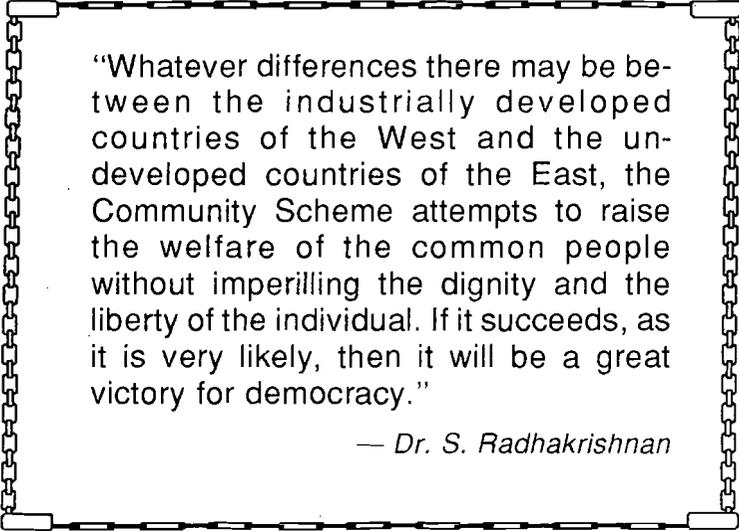
available" were the most important reasons faced by the leaders for gap between role perception and role performance.

IMPLICATIONS

1. Formal leaders should be given formal or informal instructions regarding working of village panchayats.
2. Extension workers should provide more opportunities to the members of village panchayats for performing different roles.

REFERENCES

- Chandel, R.S. (1978), A Handbook of Agricultural Statistics, Achal Prakashan Mandir, Kanpur.
- Suryavanshi, V.D. (1974), Value-orientation of Local Leaders and their Role perception. Unpublished Master Degree Thesis. N.M. College of Agriculture, G.A.U., Navsari.



“Whatever differences there may be between the industrially developed countries of the West and the undeveloped countries of the East, the Community Scheme attempts to raise the welfare of the common people without imperilling the dignity and the liberty of the individual. If it succeeds, as it is very likely, then it will be a great victory for democracy.”

— *Dr. S. Radhakrishnan*