

JOB PERFORMANCE OF SUB ASSISTANT AGRICULTURE OFFICERS

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A Thesis

Submitted to the faculty of Agriculture,
Sher-e-Bangla Agricultural University, Dhaka, in partial
fulfillment of the requirements for the degree of

**MASTER OF SCIENCE
IN**

AGRICULTURAL EXTENSION AND INFORMATION SYSTEM

SEMESTER: JANUARY-JUNE, 2006

Approved by :

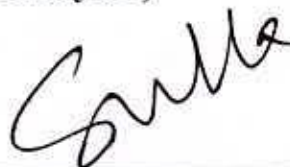


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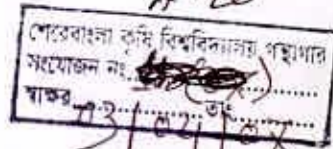


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CERTIFICATE

This is to certify that thesis entitled “**job performance of Sub Assistant Agriculture Officers**” submitted to the Faculty of Agriculture, Sher-e-Bangla Agricultural University, Dhaka-1207, in partial fulfilment of the requirements for the degree of **MASTER OF SCIENCE in AGRICULTURAL EXTENSION AND INFORMATION SYSTEM** embodies the result of a piece of *bona fide* research work carried out by Mohammad Abu Sayed Salim Roll No. 00311, Registration No. 25180/00311 under my supervision and guidance. No part of the thesis has been submitted for any other degree or diploma.

I further certify that such help or source of information, as has been availed of during the course of this investigation has duly been acknowledged.



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Supervisor
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June, 2006
Dhaka, Bangladesh



Dedication

to

My beloved parents

ACKNOWLEDGEMENT

All praises are due to the Almighty Allah who enabled the author to complete this research work.

The author received help and co-operation in various forms from many persons and institutions to complete this research work. Although it is not possible to mention everyone by name, but he is immensely grateful to all of them.

The author express his deepest sense of gratitude and indebtedness to venerable teacher and supervisor Professor Mohammad Hossain Bhuiyan, Department of Agricultural Extension and Information System, Sher-e-Bangla Agricultural University, Dhaka, for his keen interest, scholastic supervision, guidance, valuable suggestions, generous help, affectionate feelings, constant encouragement from the beginning to the end of this study. Without his cordial inspiration, the finishing of this work might not be possible.

From the core of heart, the author humbly desires to expresses his deepest and profound gratitude and immense indebtedness to his co-supervisor Md. Sekender Ali, Assistant Professor, Department of Agricultural Extension and Information System, Sher-e-Bangla Agricultural University, Dhaka for his cordial inspiration, valuable guidance, advice and co-operation in all respects in preparation of the thesis.

The author takes an opportunity to express his boundless gratitude and heartfelt thanks to his most reverend teachers professor Md. Shadat Ulla, Chairman, Department of Agricultural Extension and Information System, Professor M. Zahidul Haque and Associate Professor Md. Rafiquel Islam, Department of Agricultural Extension and Information System, Sher-e-Bangla Agricultural University, Dhaka for their invaluable teaching and inspiration during the period of study.

The author is highly grateful to Noor Md. Rahmatullah, Assistant Professor, Department of Agricultural Statistics, Sher-e-Bangla Agricultural University, Dhaka for analysis of collected data.

He expresses heartfelt thanks to all other teachers of Sher-e-Bangla Agricultural University, Dhaka for their help and encouragement.

The author is grateful to Agriculture Officers, Department of Agricultural Extension, Narayanganj Sadar Upazila and he is also grateful to all the respondents of the study area for their kind co-operation.

The author take this opportunity to express his indebtedness, deepest sense of gratitude and profound respect to his beloved father Abdur Rahim Bhuiyan, mother Mrs. Hawa Bibi, brothers Md. Abu Sayeam, Foysal Ahamed and sister Roksana Akter for their blessings, sacrifices, financial support and encouragement for his higher study which can never be forgotten.

Finally, the author expresses heartiest thanks to Md. Mahamudur Rahman Rana, student, Sher-e-Bangla Agricultural University for gave opportunity to use his computer.

(The Author)

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ABBREVIATION AND ACRONYMS

AAEO= Assistant Agriculture Extension Officer

AEO=Agriculture Extension Officer

Ag. Ext. Ed. =Agricultural Extension Education

ATI = Agricultural Training Institute

BAU= Bangladesh Agricultural University

BBS= Bangladesh Bureau of Statistics

DAE= Department of Agricultural Extension

et al= and other

FINA= Farmers Information Need Assessment

GDP= Gross Domestic Product

IPM= Integrated Pest Management

Max= Maximum

Min= Minimum

SAAO= Sub Assistant Agriculture Officers

SD= Standard Deviation

NGOs= Non-Government Organizations

UAO= Upzila Agriculture Officer

JOB PERFORMANCE OF SUB ASSISTANT AGRICULTUR OFFICERS

THESIS ABSTRACT

The purpose of the study was to assess the job performance of the Sub Assistant Agriculture Officers of the Department of Agricultural Extension . Attempts were also made to describe the selected characteristics and examine their relationships with job performance. Twenty four Sub Assistant Agriculture Officers of twenty four blocks of the sadar upazila of Narayanganj District were the population. Their job performance was assessed by self evaluation, supervisors evaluation (Assistant Agriculture Extension Officer , Agriculture Extension Officer) and the client systems. Coefficient of correlation "r" was computed to test the relationship and multiple regression was used to find out the contribution. The overall job performance of the SAAOs indicate that the majority (54%) of the SAAOs had medium performance while 33% had low and 13% had high job performance. Performance indices of 25 criteria (job items) indicated that the SAAOs did not give balanced emphasis on the different job items and performance on all the job items were considerably below the possible level of the job performance.

Computed "r" values indicates that level of education, academic achievement, job facilities, job satisfaction, farmers problem awareness, problem confrontation of SAAOs had no significant relationship with job performance. However, age and service length of the SAAOs had positive relationship with their extent of job performance. In multiple regression analysis level of education, academic achievement and job satisfaction had significant contribution to the job performance. The independent variables accounted for only 62.8% of the total variance. The R^2 statistics indicate that the model as fitted explain 62.8% of the variability in job performance.

CHAPTER 1

INTRODUCTION

The economy of Bangladesh is predominantly agrarian. Agriculture sector alone accounts for about 21.91% of Gross Domestic Product (BBS, 2005). Agriculture is crucial for attaining overall growth, adjustment and poverty alleviation in the country and it will remain the same by sharing a large of GDP, close to a third at least in the short and medium term. The sources of growth rate are productivity gains, including a shifting to higher value enterprises, and more inputs, which are MV seeds, fertilizers, irrigation and training of human resources through extension systems, particularly for food crops. The natural environment is generally favourable for crop production and there are estimated to be about nine million hectares of land suited for cultivation. Over 80% of the population of Bangladesh, or roughly 15 million households, live in rural areas and the Agriculture sector employs around 62% of the labour force. The crop sector alone accounts for 57% of employment in Bangladesh (DAE,1999).

The present structure and functions of extension systems have traveled a long way to come up to the present position. Agricultural extension services in Bangladesh can be traced from the British Bengal during East India Company. The policies for Agricultural extension have been confusing and conflicting since the '50s'. Almost all the extension approaches that were adopted in the past can be viewed

as highly paternalistic, top down oriented and biased towards the elite or the rural gentry (Blair, 1978). As a consequence, the effort of research and input supply service agencies were also biased towards the better off farmers and the modern technologies did not gain popularity among the majority of the small farmers. To achieve greater efficiency in the extension system, the government introduced the T & V system in 1978 and extended the system nationwide unifying all extension organizations under the umbrella of the one Department of Agriculture Extension (DAE) in 1982. However, in 1995 The New Agricultural Extension Policy (NAEP) was introduced to increase the efficiency of agricultural extension. The policy concentrates on decentralized and demand driven extension to meet farmers needs and encourages effective links between research and extension. The key to successful implementation of the policy lies in forging a broad based understanding amongst extension providers and farmers.

History evidences that the scientific innovations (when practiced by large number of growers) have a decisive impact on production in countries like Japan, the Philippines and Indonesia. It is very likely that the farmer of Bangladesh will produce similar results if they adopt improved technology and use on their lands. It would surely be unwise to think that adoption of scientific technology is an instantaneous metamorphosis of the farmer activities. Rather it is an activity of the farmer taking place over a period of time. They wait several years before trying the technology for the first time. It is therefore necessary that the concept and

benefit of the improved farm practices should be disseminated to the farmers in a convincing manner. This is undoubtedly an educative process and is possible through extension education system. Therefore extension agent play a vital role in this situation.

Agricultural extension establishes communication networks between the farmers and the agricultural support service which include research institutes, input supplies agencies, marketing department and credit organizations. On the other hand 'extension had a vital role in ensuring the agro economic and social production problems they face are appreciated by research' (Benor et al, 1984). An extension service promotes useful and remunerative technological change among farmers and keep agricultural research and other rural services well informed of the farmers conditions and needs. Though the T & V system has not been continued in Bangladesh but the present extension system is a running following the T & V concept. It allows the transmission of problem solving information to the farmers and feed back information to the research workers. However, in actual operation, the system has not been availed to bring about the anticipated change among the farming community.

With the objective of improving the quality of rural life, the Department of Agricultural Extension (DAE) is playing a vital role in assisting farmers to improve productivity and increase their income by promoting appropriate farming

practices. Under such a situation transfer of technology becomes a challenging job for the DAE in any development programme. Sub-Assistant Agriculture Officers play a vital role in transfer of technology because Sub-Assistant Agriculture Officers is the only extension worker who is directly involved with farmers and teaches them production recommendations. Sub-Assistant Agriculture Officers being the grass root level extension workers of the organization directly work with the farmers (figure 1.1).

The extension approach is based on close collaboration between farm families and extension staff. Close collaboration with farmers means that Sub- Assistant Agriculture Officers need to be skilled at listening, learning, encouraging, sharing, facilitating and linking. The SAAOs have special responsibilities in his service. They involved in making decision about local extension programmes in Upazila Planing Workshop and are responsible for developing work programmes. They find out about existing groups and work with these groups to meet their extension needs. SAAOs work with farmers to assess needs using techniques such as the problem census (PC) and Participatory Rural Appraisal (PRA). They conduct extension activities with all types of farmers large and small, male or female. They also work with special interest groups, such as local dealers. SAAOs plan and implement many different extension methods, some with individual farmers, some with groups (DAE, 1999).

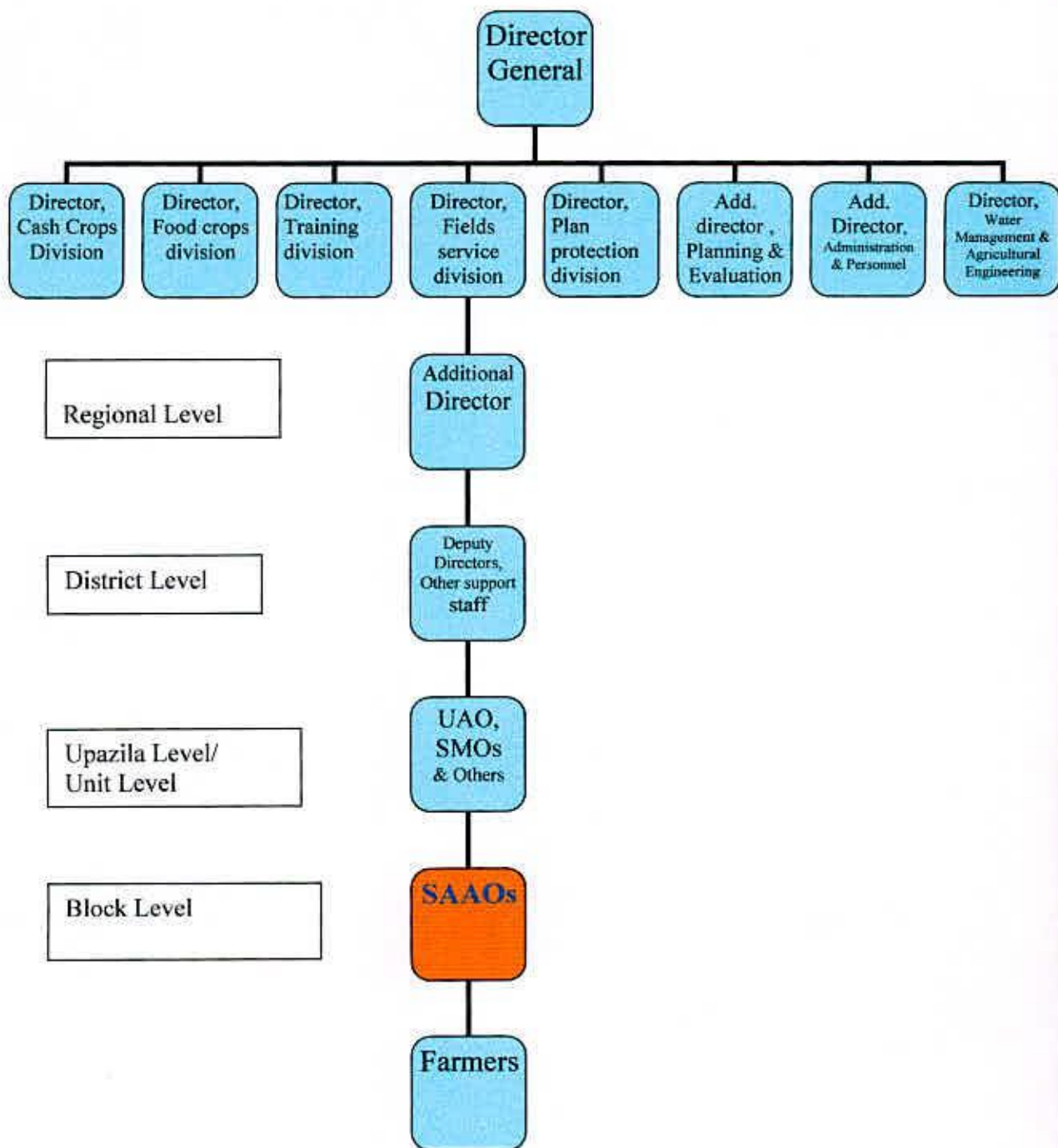


Figure-1.1: Organizational Chart of the Department of Agricultural Extension

The technical functions of SAAOs are methods demonstration, result demonstration, manure preparation, techniques of seed preservation etc. SAAO usually encourage farmers to test or adopt technologies, observing useful and effective technologies. Then farmers use those technologies and promote these to other farmers (DAE, 1999). The responsibility of all other extension staff is ultimately to make the SAAOs more effective in his work. They must also advise farmers on the price and availability of necessary inputs and market condition. They should report farmers response to recommendation, production problems, input demand and availability, and market conditions to his supervisors and in training. The success of Agricultural Extension Programmes to a great extent depends on the job performance of the Sub Assistant Agriculture Officers. Agricultural development of USA, Japan, India are driven by their effective and responsible extension workers.

The job performance of SAAOs is not merely based upon dealing with physical and material aspects pertaining to different job areas but also upon their behavioral components like knowledge, skill, satisfaction, attitude towards job and other economic and socio-psychological aspects. In this regard, Leagan (1961) stated that 'the success or failure of programme for promoting change lies in the hands of the personnel meaning them and will be determined by their ability'. Job performance of a worker depends on the full utilization of his abilities and also on the social expectation of the environment in which he works.

The figure 1.2 developed by Lawlar and Porter (1968), revealed the relationship involve in job satisfaction and job performance. This model stated satisfaction involved in rewards. Rewards are two types namely extrinsic and intrinsic. Extrinsic rewards, means increase of salary, bonas, financial benefit etc. Where as Intrinsic rewards, means worker's feelings and self satisfaction. This model showed that job performance intensively related to intrinsic rewards. A satisfied man has positive effects in work environment, because a satisfied man properly does his job.

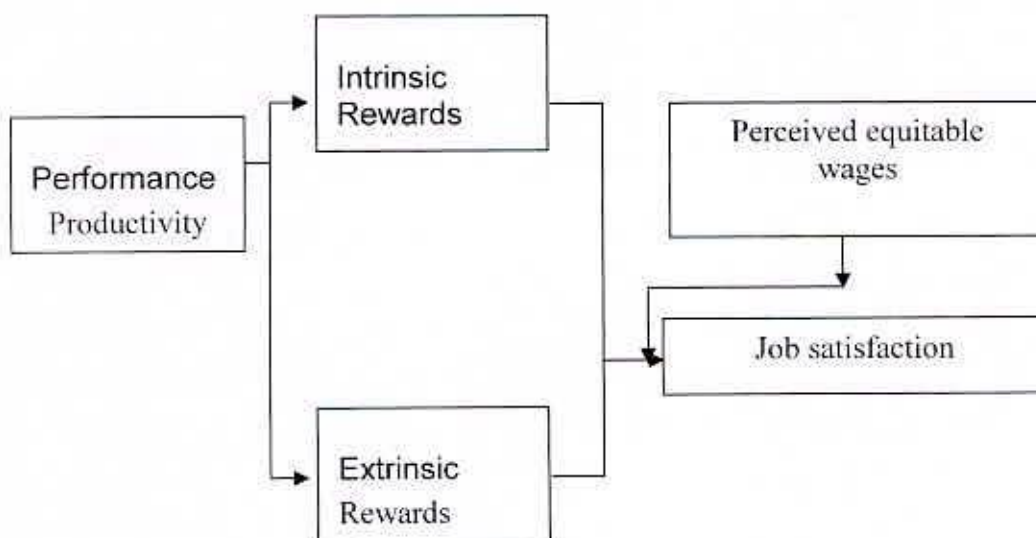


Fig 1.2 Relationship among productivity, job satisfaction and job performance
(By Lawler & Porter, 1968)

The success of the Department of Agricultural Extension absolutely depends upon the job performance of its grassroot level workers. The SAAOs visit farms and homes, conduct demonstrations, hold meetings, arrange TV and radio talk to teach farmers useful agricultural technology. Personal contact between SAAO and farmers develops effective relationship for successful extension programme. The

ultimate results depends on the performance of the Sub Assistant Agricultural Officers. In India, a number of studies have been conducted on the job performance of Agriculture extension officers and other extension workers (Kubde 1965, Sharma 1969, Singh 1970, and Talukder 1984). In Bangladesh still now very few studies were conducted in this regard.

Considering the above facts the researcher felt interest to assess the job performance of the SAAOs who are responsible for disseminating information to the farmers towards improve farming. This study was, therefore, undertaken to focus on the job performance of Sub Assistant Agricultural Officer of Narayanganj Sadar Upazila of Narayanganj District in Bangladesh.

Statement of the problem

The present research has been designed considering the national interest and priorities as reflected by the "New Agricultural Extension Policy" (NAEP) of Bangladesh which gave emphasis on Agricultural development. At present the continued development of Agriculture in order to maintain food supplies for the growing population provide income and employment for rural people and protect the environment. Because land is scarce in Bangladesh, the key to Agricultural development is the efficient, productive and sustainable use of all farm land. This will depend on the farmers who decide what to produce, what technology and inputs to use, how much to sell and how much care to take in looking after their crops, livestock, fishes and trees.

Sub Assistant Agriculture Officers are the grass root level workers of DAE who are directly involved with farmers and work for the increase of overall

productivity in agriculture. They work at farmers level, they analyze farmers problems and give concrete solution, inform, educate, motivate the farmers to adopt the modern technology. Their better performance are highly a positive factor towards the achievement of DAE's objectives. Job performance of an individual is fundamental to achieve desired objectives of an organization.

Considering the above facts and findings the research led to undertake the study entitled as "Job Performance of the Sub Assistant Agriculture Officers" to find out the answers of the following question:

1. What are the characteristics of the Sub Assistant Agriculture Officers ?
2. What is the extent of job performance of the Sub Assistant Agriculture Officers ?
3. Which of the characteristics of the Sub Assistant Agriculture Officers correlates their job performance.

Specific objectives:

To accomplish the study the following specific objectives has been formulated-

- 1) To determine and describe some selected characteristics of the Sub Assistant Agriculture Officers. The selected characteristics were age, level of education, academic achievement, service length, job facilities, extension media contact, cosmopolitaness, job satisfaction, farmers problem awareness and problem confrontation.
- 2) To assess the extent of job performance of Sub Assistant Agriculture Officers.
- 3) To explore the relationships between the selected characteristics of the SAAOs with their job performance.

Significance of the study

Agricultural extension is a service or system which assists farm people, through educational procedures, to improve farming methods and techniques, increase production efficiency and income, bettering their levels of living and lifting the social and educational standards of rural life (Agricultural Extension Manual). There are many agencies which provide extension service in Bangladesh. DAE plays a vital role about extension service. DAE is conducting his service by SAAO because SAAOs are the grass root level extension worker who directly work with farmers. So their better performance is most important. This study was undertaken to have an understanding about the job performance of the front line extension workers-The Sub Assistant Agriculture Officers of DAE. The findings of the study may be helpful to identify the reasons of present state of job performance of SAAOs in transferring farming technology to the farmers. The finding of the study could be helpfull to the planners and policy makers in formulating extension strategies for better utilization of SAAOs and reach goal.

Limitation of the study

Considering the time, money and other necessary resources available to the rescaecher and to make the study manageable and meaningful, it was necessary to impose certain limitation as noted below:

1. The study was confined in one Upazila under Narayanganj district.
2. Ten characteristics of the SAAOs were selected for study.

3. For assessing the job performance of SAAOs, self evaluation, supervisors evaluation (AAEO and AEO) and client systems (farmers) evaluation have been considered.

4. There are various aspect of job responsibilities performed by the SAAOs. Only 25 aspects of job responsibilities of SAAO have been considered for this study.

Assumption of the study:

The researcher made the following assumption undertaking this study.

1. The respondents included in the sample were capable of furnishing proper responses to the questions included in the interview schedule.
2. The information furnished by the respondents were correct and representative of the population.
3. The responses furnished by the respondent participants were reliable because they expressed the truth about their conviction and opinions.
4. Environmental conditions and organizational procedure of the SAAO's under study were generally similar in nature through the study area.
5. Farmers' have adequate knowledge about the Job Performance of the SAAO's working under their supervision.
6. Rating on job performance of the SAAO's by the farmers are generally free from bias.

7. The views and opinions furnished by the respondents included in the sample were representative views and opinions of the whole population of the study area.

Statement of Hypothesis

In studying relationships between variables a hypothesis was formulated which stated the anticipated relationship between the variables. However, for statistical test, it was necessary to formulate null hypothesis. Null hypothesis stated that there were no relationship between the concerned variables. If a null hypothesis was rejected on the basis of statistical test, it was assumed that there were a relationship between the variables. For testing, the null hypothesis were formed as follows:

There is no relationship between the following selected characteristics of SAAOs with their extent of job performance:

- Age
- Level of education
- Academic achievement
- Service length
- Job facilities
- Extension media contact
- Cosmopolitaness
- Job satisfaction
- Farmers problem awareness
- Problem confrontation

Definition of the terms

Important terms concerned with the study are defined and interpreted below for clarity of understanding.

Age: Age of a Sub Assistant Agriculture Officer referred to the period from his date of birth to the date of interview, expressed in terms of completed years. It was obtain by asking direct question.

Level of education: It referred to formal schooling of respondents measured in years of schooling completed by the SAAOs in a school, college or any other educational institution.

Academic achievement: It was defined as the academic performance of SAAOs in public examination held by a Board, Agricultural Training Institute (ATI), College, or other relative authority.

Service length: It referred to one's entire duration of service from the date of first joining in the Department of Agricultural Extension (DAE) till the date of interview.

Job Facilities: It referred to the opportunity provided by an organization (DAE) to its workers for better job performance with great pleasure and satisfaction. In this study factors that were provided to the SAAOs for their job satisfaction were assessed such as transport, travel allowance, training materials necessary funds etc.

Extension media contact: It referred to ones becoming accessible to the flow of agricultural information through different selected channels of communication namely: Radio, TV, Newspaper etc.

Cosmopolitaness: It was the degree to which an individual was oriented outside his social system. It referred to one's becoming accessible to the flow of agricultural information through different institute, workshop, seminar, meetings etc.

Job satisfaction: The degree of satisfaction or dissatisfaction of Sub-Assistant Agriculture Officer related to the various aspects of his job such as accomplishments in job, supervision advancement opportunity, scope for using personal initiative, pay and enjoyment from works.

Farmers problem awareness: It has been operationally defined as cognitive behaviour of respondents through which one seeks and gets acquainted with the latest technical know how about farm activities, knowledge of facts, insightness.

Problem confrontation: In means that which problems or difficulties faced in what extent by the Sub- Assistant Agriculture Officers due to different agricultural operation in their job.

Job performance: The degree to which the respondent accomplished and completed his task efficiently and effectively.

CHAPTER 2

REVIEW OF LITERATURE

The main aim of this chapter is to review of the results of some of the previous studies that were related to the present research work. This study is mainly related with extent of the job performance of extension agents. The researcher tried to collect needed information by thorough searching of related thesis, literature, journal, periodicals and internet. But unfortunately, both Bangladesh and abroad, such type of work was rarely available. The review of researches directly or indirectly related to present study been placed into three section in this chapter. The first section is concerned with review of literature on the concepts and definition of job performance. The second one deals with the review of literature on the relationship of different variables with the job performance. The third section deals with the conceptual framework of the study.

Section 2.1 : Concepts and definition of job performance

Herman (1973) explained performance as the result of individual's responses to stimulus objects. According to Davis (1948) job performance implies how an individual actually performance in a given position, as distinct from how he is expected to perform, while a job has been defined by Lanham (1955) as a collection of tasks assigned to a work. Any grouping of tasks, whether related or not which are assigned to an individual, constitute his job. Rizvi (1967) defined

job performance as the manner and extent to which different jobs are performed in practical situation.

Perumal (1975) defined job performance of AEO's as carrying out the jobs in six job areas, namely education, supply and service, supervision, administration and organization, planning and evaluation. Those were specified on the basis of job assignments mentioned in the state Agriculture Department Manual entitled "Duties and Responsibilities of Extension Officers (Agriculture)" issued by the Government of Tamil Nadu.

Vroom (1965), states that performance is a function of ability and motivation.

Lynch (1971) also reports that any performance of an individual is basically a function of both his abilities and his motivation.

According to Lawler and Porter (1968), performance in a job is greatly determined by an individual's ability to do it. But abilities and motivation of individuals are largely determined by their characteristics. Vinake (1962) has shown that a number of characteristics of individual affect the quality and quantity of his performance.

In the present study job performance of the Sub-Assistant Agriculture Officers referred to the manner and extent to which they perform the different responsibilities of their job. Criteria comprising different aspects of their job responsibilities have been developed for measuring their job performance.

Section 2.2: Relationship between different characteristics with job performance

2.2.1 Age and job performance

The study of Islam (1981) in the Leguna province of the Philippines revealed that age of the Barangay Council Officials had significant and positive effect on their job performance.

Rani *et al.* (1987) conducted a study to determine the variables influencing scientific productivity of agricultural scientists of Andra Pradesh Agricultural University of India. The researchers found that age had negative direct effect but positive indirect effect on scientific productivity of the agricultural scientists.

Rahaman (1990) found that age of the Block Supervisor was negatively related with their job performance that means younger BSs performed better than the older ones. On the otherhand, Karim (1990) observed a significant and positive relationship between age of the SMOs and their job performance.

Talukder (1994) reported that there was no significant relationship between the age and the productivity of the Agricultural Development Officers (ADOs). Kubde (1979) found that the age of FROs yielded substantial direct path coefficient. This indicate that the older employees performed better on the job as compared to the

younger ones. Patel and Leagans (1968) reported that VLWs in the age group 26-39 were more effective than those of other age groups.

Sierra (1978) in his study found that there existed no relationship between age and performance but the young respondents tended to be low performance.

Mohboob *et al.*, (1978) conducted a study in Bangladesh and found that age of Union Assistant i.e. extension workers had a significant relationship with their job performance. Performance was the highest among the middle-aged Union Assistants and lowest among the young Union Assistants. Performance of old Union Assistants was lower than that of the middle-aged, but considerably higher than that of the younger Union Assistants.

Shamsul and Saiful (1997) conducted a study of job performance of BSs and found a significant relationship between age and job performance by chi-square test at 5% level.

2.2.2 Level of education and job performance

Mahboob *et al.* (1978) in their study conducted in Bangladesh observed no relationship between the general education of Union Assistants (field extension workers) and their job performance. But they found a significant relationship between technical education of the respondents and their job performance.

Anand and Sohal (1981) reported that the relationship between education of the scientists with their job performance was positive.

Solanke and Kadam (1986) reported that values were guide post for the students in their vocational choice. Concept, skill and values learned by the students at the educational institutes were used by them in performing their job. Thus, values were important in the frame of educational programme indicating behavioural pattern that could be acquired.

Patel and Leagans (1968) found that there was no significant relationship between formal education and job effectiveness of village level workers.

Rahman (1990) observed a positive significant relationship between general education of the BSs and their job performance.

Karim (1990) in his study observed a positive significant relationship between academic achievement of the BSs and their job performance.

Shamsul and Saiful (1997) conducted a study on job performance of BSs and found a significant relationship between level of education with job performance by chi-square test at 5% level.

2.2.3 Academic achievement and job performance

No literature was found on the relationship between academic achievement and job performance.

2.2.4 Service length and job performance

Sing (1970) concluded that the greater the experience of the Agricultural Extension Officers of Bihar in Agricultural Extension Work, the better was their job performance. Austman (1961) found that professional experience had relation with performance. Patel and Leagans (1968) reported that the greater the tenure as a VLW, the more effective he was in his work.

Kherde and Sahay (1972) in their combined study conducted in India found that numbers of years of service as Village Level Workers was not statistically related with the role performance of the VLWs.

Perumal (1975) in his Ph.D. research observed that the job performance of the Agricultural Extension Officers who were less experienced did not differ significantly from the AEOs who more experienced.

Bhatia and Sandhu (1975) found that the experience of the Village Level Workers in the same Blocks was positively related with their job effectiveness. This may be

due to the fact that longer tenure in the same Blocks enables the VLW to better understand his clientele and the problem of the area.

Shamsul and Saiful (1997) conducted a study of job performance of BSs and found a significant relationship between service experience and job performance by chi-square test at 5% level.

Dhillon and Sandhu (1977) on the basis of their study reported that the length of service of the District Extension Specialists was not significantly related to their job effectiveness.

The study of Mahboob *et al.* (1978) revealed that both tenure of service as extension worker and total tenure of service in all Government jobs of the Union Assistants were significantly associated with their job performance. But, performance indices did not indicate any consistent trend in the relationship. The performance was the highest in the short tenure category and the lowest in the very short tenure category.

Rahman (1990) reported that service experience of the BSs was negatively related with their job performance.

Karim (1990) also observed a positive significant relationship between service length of the SMOs and their job performance.

2.2.5 Job facilities and job performance

Rahman (1990) found positive relationship between job facilities with job performance. The BSs who had more working facilities performed better.

Shamsul and Saiful (1997) conducted a study on job performance of BSs and found a significant relationship between working facilities and job performance by chi-square test at 5% level.

2.2.6 Extension media contact and job performance

Islam (1981) in his study found that mass media contact of the Barangay Council Officials was significantly related to peer related performance of the officials. But mass media contact was not significantly associated with self-reported job performance.

Laharia and Talukdar (1987) in the study in Haryana State found that one factor had two variables, namely communication behaviour and general facilities with factor loading 0.93 and 0.69 respectively. The two variables were positively correlative with each other. The factor consisting of the two variables contributed

12.2 percent of the total explained variance in productivity of Agricultural Development Officers.

Shamsul and Saiful (1997) conducted a study on job performance of BSs and found a significant relationship between communication exposure and job performance by chi-square test at 5% level.

Karim (1990) found a positive relationship between communication exposure and job performance.

2.2.7 Cosmopolitnness

Mahboob *et al.* (1978) after conducting a study found that the organizational participation of the Union Assistants had a significant and positive relationship with their job performance. But there was no significant relationship between dominance and job performance of the Union Assistant.

Islam (1981) in his study conducted in Leguna Province of the Philippines found that the leadership experience of the Barangay Council Officials contributed significant and positively to the variation in their job performance.

Sanoria (1977) undertook a research in Madhya Pradesh of India and found that organizational position of the agricultural extension personnel did not have significant correlation with their communication efficiency.

2.2.8 Job satisfaction and job performance

Rahman (1990) observed that the job satisfaction of the BSs was independent to their job performance.

Mahboob *et al.* (1978) on the basis of a study reported that though there was some variation in the level of job performance of the field extension agents according to the variation in their job satisfaction, the statistical test did not suggest any significant relationship between the two variables.

Perumal (1975) in a study also found that job satisfaction of the Agricultural Extension Officers had no significant relationship with their job performance.

Jonardhan (1980) in his study found that job performance and job satisfaction of the Agricultural Extension Officers were not related to each other.

Shamsul and Saiful (1997) conducted a study on job performance of BSs and found a significant relationship between job satisfaction and job performance by chi-square test at 5% level.

Islam (1981) undertook a research on the job performance and job satisfaction of the Barangay Council Officials in Laguna Province of the Philippines. The research concluded that job performance and job satisfaction of the officials were two separate concepts and they were not related in a simple manner.

Rani *et al.* (1987) found that job satisfaction had comparatively smaller direct negative effect, but substantial indirect positive effect on scientific productivity of the agricultural scientists.

Organ (1988) found that the job performance and job satisfaction relationship follows the social exchange theory; employees performance is giving back to the organization from which they get their satisfaction.

2.2.9 Farmer's problem awareness and job performance

Mahboob *et al.* (1978) found no significant relationship between the agricultural problem awareness of the field extension workers of Bangladesh and their job performance while Islam (1981) reported that community problem awareness of the Barangay Council Officials had a strong significant effect on their job performance.

Shamsul and Saiful (1997) conducted a study on job performance of BSs and found a significant relationship between problem awareness and job performance by chi-square test at 5% level.

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Karim (1990) observed a significant relationship between agricultural problem awareness by the SMOs and their job performance.

2.2.10 Problem confrontation and job performance

Rahman (1990) found no relationship between job hindrance of the BSs and their job performance.

2.3 Conceptual Framework of the Study

After vigorous study of review of literature and other research materials the concept of the study entitled "Job Performance of Sub Assistant Agriculture Officers" was developed. In social science researchers generally study two types of variables to generate new concepts or knowledge. These are: i) independent variables and ii) dependent variables. Independent variables are the subject concerned and dependent variables are object concerned. The value of independent variables determine the value of dependent variables. It was therefore, assumed that job performance of SAAOs might be influenced by their various characteristics. So, conceptual framework of the study was to find out how the characteristics of SAAO (independent variable) correlates with job performance(dependent variables). Below the conceptual framework is shown in the figure 2.1

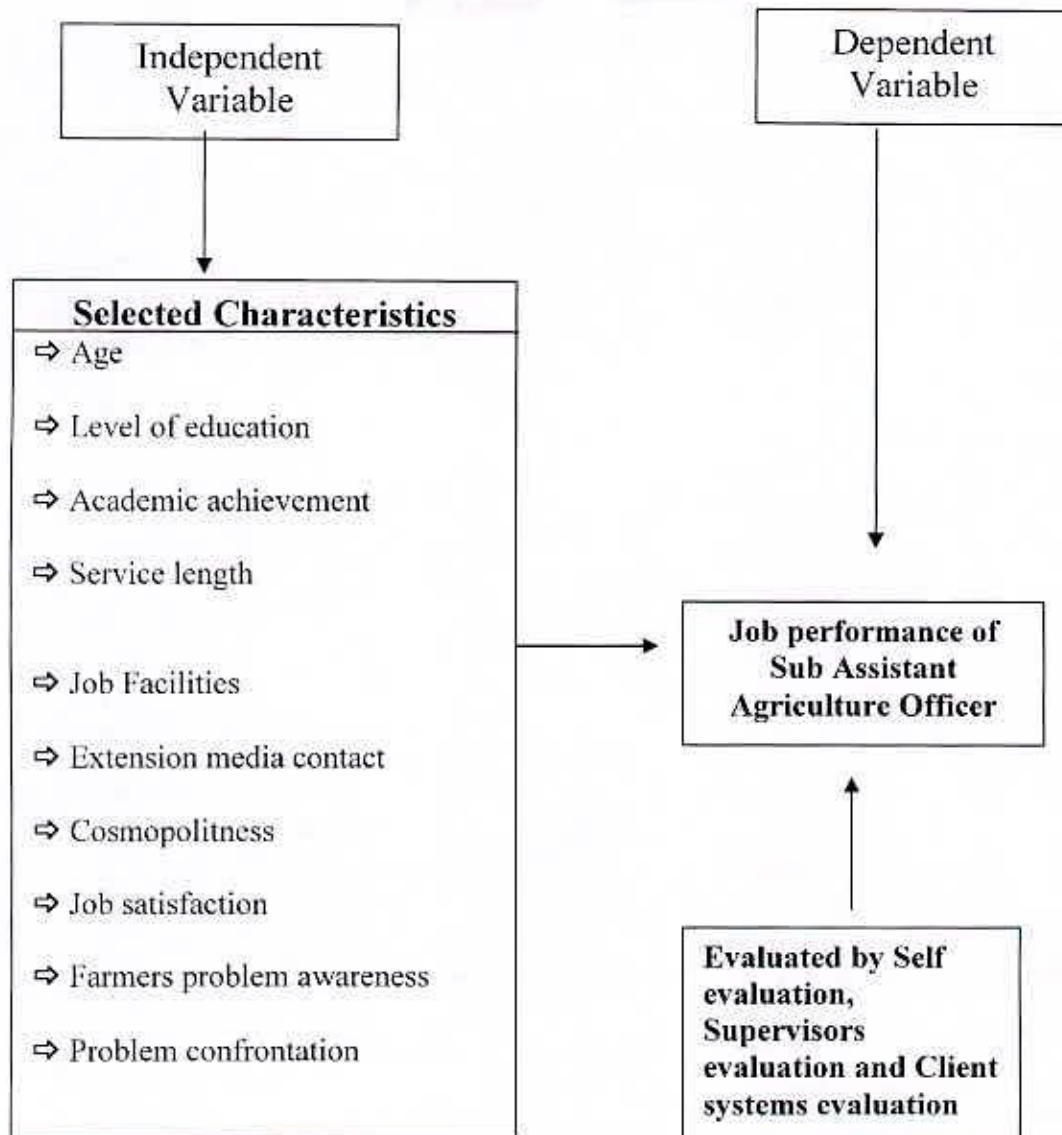


Figure 2.1: Conceptual framework of the study

CHAPTER 3

METHODOLOGY

Importance of method and procedure in conducting any research can hardly be over emphasized. It gives clear direction to a researcher about his works and activities during the whole period of the study. So it needs very careful consideration in selecting the steps and arrange them in sequence which enable the researcher to perform research activities successfully and efficiently. Various methods, tools and techniques were used during different stages of research work and compilation of data. Methods and procedures followed in conducting this research are discussed in this chapter.

Locale of the study

The study was purposively conducted in Narayanganj Sadar Upazila under Narayanganj district. The Narayanganj Sadar Upazila had 24 Blocks. There were 27555 farm families and 14226.58 acre of cultivable land. The upazila is not very far away from Dhaka the capital city of Bangladesh but all the blocks are not well communicated. Some blocks have river based communication. The location of the study upazila have been shown in the figure 3.1 and 3.2.

Design of the study

A descriptive survey design was used in this study. It was designed to describe the general characteristic of SAAO and assess the performance of SAAOs working under DAE. The study also explore the relationship between job performance and selected characteristics.

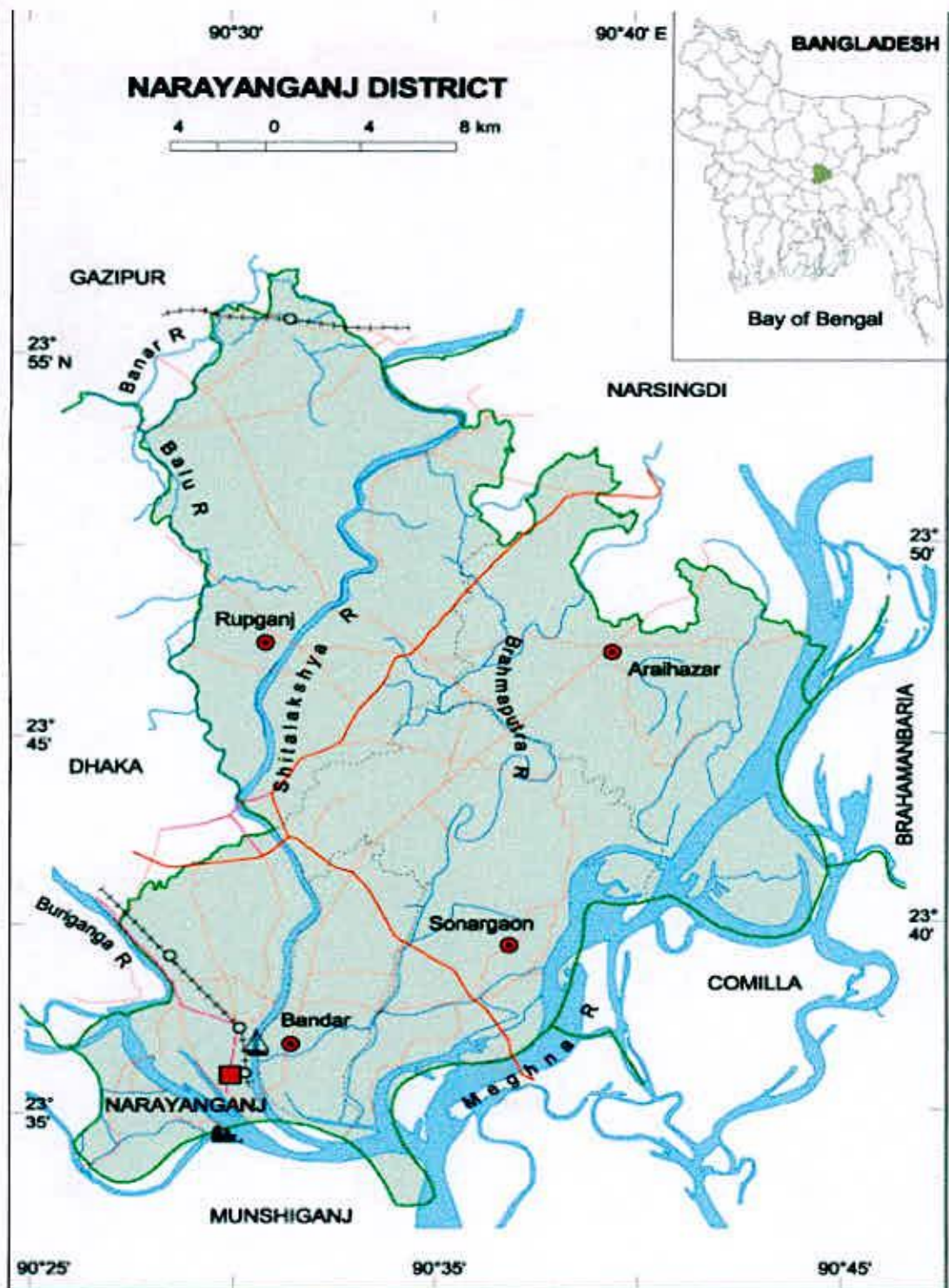


Figure 3.1 Map of Bangladesh showing Narayanganj District

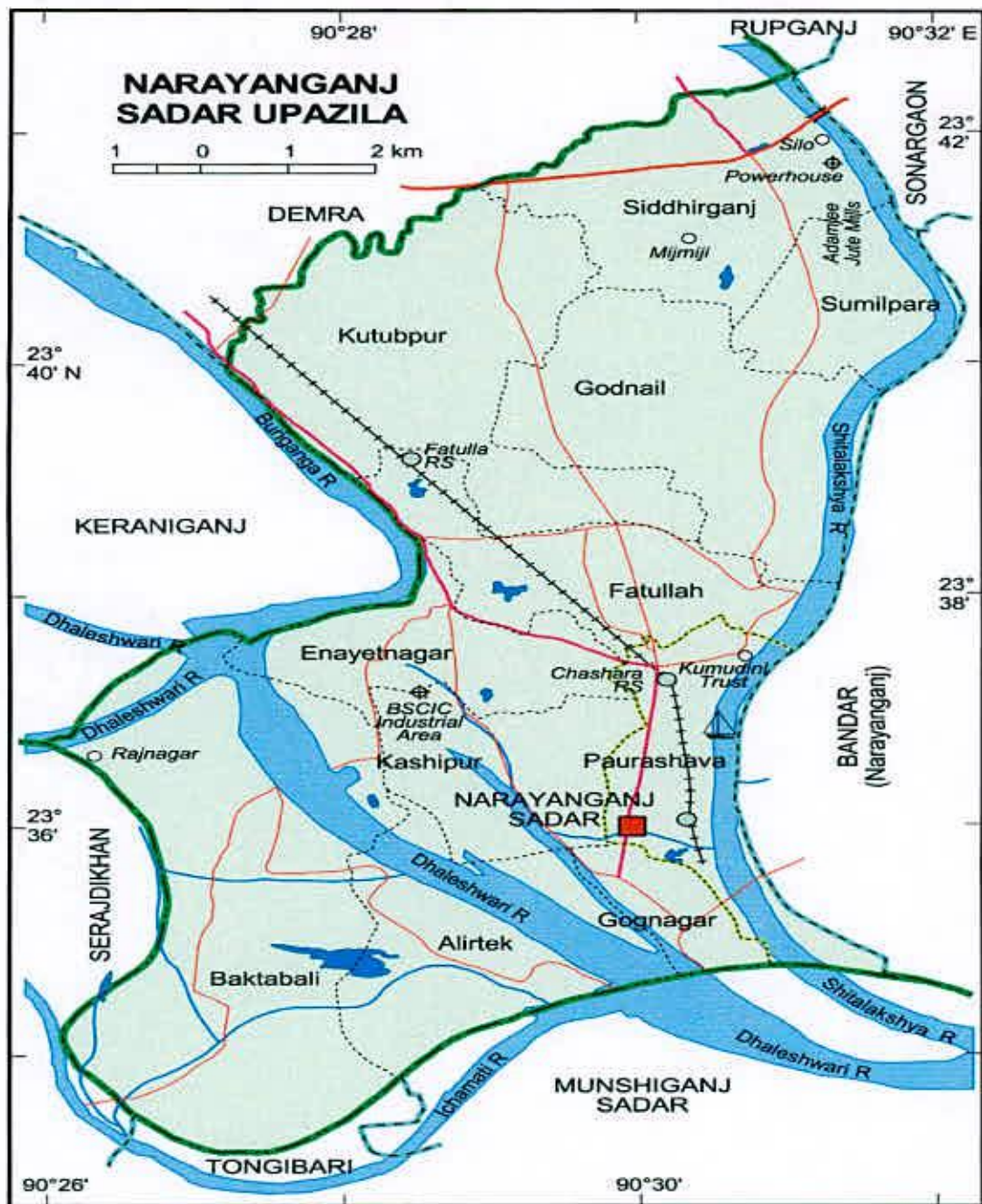


Figure 3.2: Map of Narayanganj Sadar Upazila as the study area

Defining the population and sampling procedure

There were 24 blocks and 24 SAAOs in Sadar Upazila of Narayanganj district. For the study of their job performance all the 24 SAAOs were considered to be the sample as well as population of the study..

To evaluate the job performance of SAAOs opinion of the client system was given importance. By using random sampling method 72 farmers were selected to evaluate the job performance of SAAOs. Firstly each SAAO was asked to supply the list of 10 farmers from each of the category of large, medium and small farmers. Thus $24 \times 3 \times 10$ equal to 720 names were collected. Then out of 10 farmers one farmers was selected randomly from each of the three categories of each of the list of each SAAO. Thus a total of $72(24 \times 3)$ farmers were selected to made their opinion on the job performance of respective SAAO.

SAAOs work under the direct supervision of AAEO and AEO. The opinion of AAEO and AEO is also important to measure job the performance of SAAOs. So, respective AAEO and one AEO were selected to mention their opinion about the SAAOs under their direct supervision.

Preparation of the interview schedule

Following the procedure of the measurement of both dependent and independent variables, a draft questionnaire was prepared for recording relevant information from the sample of SAAO's, AAEO, AEO and farmers in conformity with the

objectives of the study. It contained both open and closed form of questions. The questions were arranged systematically.

The interview schedule initially prepared and sent to a panel of experts for necessary correction, edition, alteration and rearrangements. Farther correction, edition, alternation and rearrangements were made in the schedule on the basis of experience of the pretest. Then final version of the interview schedule was prepared, printed and multiplied for collection of data.

Data Collection

For this study data were collected by the researcher himself from 24 SAAO's of Narayanganj Sadar Upazila. Data were also collected from the AAEO and AEO of the concerned Upazila and 72 farmers of the respective blocks of respective Upazila about the job performance of the concerned SAAO's only. Data collection took a period of 2 months from 1st January to 28th February, 2006.

Advanced information was given to the concerned Upazila Agriculture Officer for ensuring necessary co-operation with a view to collect data from the respondents.

Appointments with the SAAO's were made in advance with the help of the AEO and UAO. Appointments with the farmers were made with the help of SAAO's.

Rapport was established with the respondents and the objectives of interview were clearly explained. Excellent co-operation was obtained from all the respondents.

Variables of the study

In descriptive research, the selection and measurement of variables constitute an important task. Hypothesis contains at least two elements namely independent variables and a dependent variable. An independent variable is the factor which is manipulated by the experimenter to ascertain its relationships to an observed phenomenon. A dependent variable is the factor which appears, disappears or varies independent variables. The dependent variable of this study was extent of job performance of SAAOs. The independent variables were age, level of education, academic achievement, service length, job facilities, cosmopolitanness, job satisfaction, extension media contact, farmers problem awareness and problem confrontation.

Measurement of Dependent variable

Job performance of the SAAO's was the dependent variable in this study. Job performance has been measured in this study by self rating (assessment by the SAAO himself), supervisor's rating (assessment by AAEO and AEO), and rating by the client systems (assessment by farmers). This means that the job performance of the SAAO's was assessed by SAAO himself, AAEO, AEO and the client systems.

Total 25 aspects of the job responsibilities were identified for assessment. These 25 aspects of job responsibilities of SAAO's were assessed firstly by the SAAO himself, followed by his/her supervisors such as concerned AAEO, AEO and 3

selected farmers for each SAAO under his job area as the client system. This means that the job performance of 24 SAAO's were evaluated by 24 SAAO's themselves, one AAEO and one AEO and 72 farmers of respective blocks of the SAAO's.

In preparing the scale, the items were written in such a way that the rating person did not face any difficulty in understanding the meaning of items and giving their rating on each item properly. The twenty five items of the scale represented twenty five major areas of the duties and responsibilities of the SAAOs. Weight were assigned to the responses as follows:

Response categories	Weight
very good	4
good	3
medium	2
poor	1
very poor	0

The job performance score of a SAAO evaluated by a respondent was measured by adding up all the scores of all the 25 responses of the respondent. Thus the job performance score of a respondent for a SAAO could range from 0 to 100 where 0 indicate very bad performance and 100 indicate very good job performance.

In all the cases (SAAO, AAEO, AEO and farmers) the possible range of the job performance scores were the same. Each SAAO's performance was assessed by 3 farmers. Therefore job performance score of the concern SAAO evaluated the farmers were taken as the mean value of total of the 3 scores of 3 farmers.

Finally job performance score of a SAAO was measured by the following formula:

$$JPS = \frac{A + B + C + D}{4}$$

JPS= Job performance score of the concern SAAO

A= Job performance score evaluated by the concern SAAO him/herself

B= Job performance score of the concern SAAO evaluated by the AAEO

C= Job performance score of the concern SAAO evaluated by the AEO

D= Mean of job performance score of the concern SAAO evaluated by 3 farmers under the job area of the concern SAAO

Job performance score of a SAAO could range from zero(0) to 100, which 0 indicating very poor performance and 100 indicating very good job performance.

Measurement of independent variables

Age

Age of a SAAO's was measured as the period from his/her date of birth to the time of interview and it was expressed in complete years.

Level of education

The level of education of a SAAO was measured by the highest grade completed by him/her in school, college or equivalent institutes. One score was given for one year of formal education. A score of 10 was assigned for passing SSC examination, a score of 12 for HSC examination and so on. Additional scores were

given for additional attaining years in Agricultural Training Institute (ATI). Two score were given for 2 years training at ATI, and three score were given for three years training at ATI. Similar score were given for make up course at ATI.

Academic achievement

Academic achievement of a SAAO was measured on the basis of his/her performance in examination held by a Board and Agricultural Training Institute (ATI) under attended. Weights were assigned in the following manner:

<u>Weight</u>	<u>division obtained</u>
3	1 st division
2	2 nd division
1	pass division

Weights for performance in all the examinations passed by a respondent added together to constitute his/her academic achievement score.

Service length

Length of service of a respondent was determined by the number of years a respondent had worked as BS/SAAO from date of joining in the job till the time of data collection.

Job facilities

Job facilities were determined by 14 items and extent of availability of all these items were measured by using a 3 point scale. Weights were assigned to each of the item as follows:

Categories of availability	Weight
Easily available	2
Available with difficulties	1
Not at all available	0

Job facility score was computed for each respondent by summing up the weight of his/her responses against all the 14 items. Thus , job facility score of a respondent could range from 0 to 28, where 0 indicates no job facilities and 28 indicates very high job facilities.

Extension media contact

Extension media contact of a respondent was measured by his extent of contact for agricultural information with various channels of communication. Each SAAO indicated his extent of contact with each of 14 selected communication media by checking any one of the four responses namely, “regularly”, “occasionally”, “rarely”, and “ never”. Weight were assigned to the responses as follows:

Responses categories	Weight
Regularly	3
Occasionally	2
Rarely	1
Never	0

The scores obtained by a SAAO on all the 14 items were added together to compute his extension media contact scores. This scores of a respondent could range from 0 to 42 where 0 indicates no extension media contact and 42 indicates very high extension media contact.

Cosmopolitanness

It was measured on the basis of the nature of the respondents visits in different places. His extent of visit in each of the 6 selected places by checking any one of the four responses namely, "frequently", "occasionally", "rarely", and "never".

Weights were assigned to the responses were as following manner:

Responses categories	Weight
Frequently	3
Occasionally	2
Rarely	1
Never	0

The cosmopolitanness score of a respondent was measured by summing up all the scores obtained by the respondent from all the 6 selected places. Thus the cosmopolitanness score of a respondent could range from 0 to 18 where 0 indicates no cosmopolitanness and 18 indicates very high cosmopolitanness.

Job satisfaction

For measuring the job satisfaction of the respondents 10 statements were selected. The statements were arranged randomly in the scale in order to explore the respondents real job satisfaction. The respondents indicated whether they "strongly agreed", "agreed", "no opinion", "disagreed" and "strongly disagreed".

Weights were assigned to the responses as the following manner:

Responses categories	Weight
Strongly agreed	4
Agreed	3
No opinion	2
Disagreed	1
strongly disagreed	0

Job satisfaction of a respondent was measured by summing up all the scores of all the responses of all selected 10 items. Thus job satisfaction score of a respondent could range from 0 to 40 where 0 indicate no satisfaction and 40 indicate very high job satisfaction.

Farmers problem awareness

To measure the farmers problem awareness a 18 items scale was used which is shown in Appendix A (Interview Schedule). A 4-point modified Likart type scale was used to quantify the responses of the SAAO provided in respect of the extent of problem awareness. Weights were assigned to the responses as follows:

Responses categories	Weight
High aware	3
Medium aware	2
Little aware	1
Not at all aware	0

These scores could range from 0 to 54 where 0 indicates no awareness and 54 indicates very high level of awareness of farmers problems.

Problem confrontation

To measure the problem confrontation 20 probable problems were inserted the scale which a SAAO might face in performing his/her job responsibilities.

Weights were assigned to the responses as the following manner:

Responses categories	Weight
High confrontation	4
Medium confrontation	3
Little confrontation	2
Very little confrontation	1
not at all	0

The score obtained by a SAAO against all the 20 items were added together to constitute his/her problem confrontation score. Scores could range from 0 to 80 where 0 indicates no problems and 80 indicates very high problem confrontation.

Data analysis procedure

For describing the independent and the dependent variables the respondents were classified into several categories in respect of each of the variable. These categories were developed by considering the nature of distribution of the data and the general conditions prevailing on the social system.

After data collection, those were compiled, tabulated and analyzed statistically in accordance with the objectives of the study. Qualitative data were converted into quantitative data by means of suitable scoring wherever necessary. Descriptive statistics, such as, number, percentage distribution, rank order, mean and standard deviation were used in describing variables of the study. Correlation analyses were employed for exploring relationship between selected characteristics of the SAAOs with their job performance. Correlation coefficient was used in order to explore the relationships between the concerned variables. Correlation matrix was computed to determine the intercorrelation among the variables. Five (0.05) and percent level of significance have been used as to reject/accept a null hypothesis. Multiple regression was also used to find out the contribution of the selected characteristics of the SAAOs to their job performance.

CHAPTER 4

RESULT AND DISCUSSION

Data obtained from the respondents by interviewing procedure were measured, analyzed, tabulated and statistically treated according to the objectives of the study, which is altogether called result and discussion. The result and discussion is the main alternation of any research work. Logical argument, appropriate interpretation and to the point explanation make the research findings understandable and unanimously admitted. Following the conventional rules results and discussion of this study was made. The results and discussion has been presented under the following sub headings:

- (i) Selected characteristics of Sub Assistant Agriculture Officers
- (ii) Job performance of Sub Assistant Agriculture Officers
- (iii) Comparative performance of twenty five criteria of SAAOs job performance
- (iv) Relationship between selected characteristics of Sub Assistant Agriculture Officers with their job performance.

4.1 Selected characteristics of Sub Assistant Agriculture Officers

There are many interrelated and constituent attributes that characterize an individual and form an integral part in the development of ones behavior and personality. It was, therefore, assumed that job performance of SAAOs might be influenced by their various characteristics. Ten characteristics of the SAAOs were selected and are described below.

Age

Age of the respondents ranged from 25 to 65 with an average of 46.21 and standard deviation of 10.38. The SAAOs were classified into three categories according to their age as the following manners suggested by national youth policy

Categories	Basis
Young	Up to 30 years
Middle	31-50 years
Old	Above 50 years

The categories and distribution of the respondents have been shown in the Table 4.1.1

Table 4.1.1 Distribution of Sub-Assistant Agriculture Officers according to their age

Categories	SAAOs		Mean	Sd
	Number	Percent		
Young	3	12	46.21	10.38
Middle	11	46		
Old	10	42		
Total	24	100		

Data indicated that highest proportion (46%) of the respondents fell in the “middle aged” category while 12 percent and 42 percent fell in young and old aged categories respectively. The job performance of SAAO largely depends upon their experience. Age and experience are supposed to be correlated. From this point of view the age ranged from middle to old category has been considered to be experienced.

Level of Education

Level of education of the respondents ranged from 12 to 17 with an average of 14.71 and standard deviation of 1.28. The SAAOs were classified into two categories according to their level of education as the following manners :

Categories	Basis
Medium	Below 15
High	15 to above

The categories and distribution of the respondents have been shown in the Table 4.1.2

Table 4.1.2 Distribution of Sub-Assistant Agriculture Officers according to their level of education

Categories	SAAOs		Mean	Sd
	Number	Percent		
Medium	6	25	14.71	1.28
High	18	75		
Total	24	100		

Data indicated that highest proportion (75%) of the respondents were in the high level of category while 25 percent were in the medium level. The high level of education indicates high level of job performance.

Academic achievement

Academic achievement of the respondents ranged from 3 to 10 with an average of 6.16 and standard deviation of 1.88. The SAAOs were classified into three categories according to their academic achievement as the following manners:

Categories	Basis
Low	Below 5
Medium	5 to 8
High	Above 8

The categories and distribution of the respondents have been shown in the Table 4.1.3

Table 4.1.3 Distribution of Sub-Assistant Agriculture Officers according to their academic achievement

Categories	SAAOs		Mean	Sd
	Number	Percent		
Low	4	16	6.16	1.88
Medium	16	67		
High	4	17		
Total	24	100		

Data indicated that highest proportion (67%) of the respondents were in the “middle ” category compared to 17 percent were in “high” academic achievement category. Only 16 percent of the respondent fell in the low level of academic achievement category. The academic achievement of the SAAO ranged from medium to high (84%), which indicate high level of job performance.

Service length

Service length of the respondents ranged from 2 to 37 with an average of 23.88 and standard deviation 9.79. The SAAOs were classified into three categories according to their service length as the following manners:

Categories	Basis
Short service length	up to 14
Medium service length	15 –27
Long service length	Above 27

The categories and distribution of the respondents have been shown in the Table 4.1.4

Table 4.1.4 Distribution of Sub-Assistant Agriculture Officers according to their service length

Categories	SAAOs		Mean	Sd
	Number	Percent		
Short service length	3	12	23.88	9.79
Medium service length	9	38		
Long service length	12	50		
Total	24	100		

Data indicated that highest proportion (50%) of the respondents were in the “long service ” category while 12 percent were in the “short service” and 38 percent were in the “medium service” service length categories. The service length shows better job performance. The service length of the SAAOs ranged from medium to long service (88%), which indicate better job performance.

Job facilities

Job facilities of the respondents ranged from 0 to 11 against the possible range of 0 to 28. The mean value was 5.17 and standard deviation of 2.41. The SAAOs were classified into three categories according to their job facilities as the following manners:

Categories	Basis
Very low	Below 3
Low	3- 7
Medium	Above 7

The categories and distribution of the respondents have been shown in the Table 4.1.5

Table 4.1.5 Distribution of Sub-Assistant Agriculture Officers according to their job facilities

Categories	SAAOs		Mean	Sd
	Number	Percent		
Very low	4	16	5.17	2.41
Low	17	71		
Medium	3	13		
Total	24	100		

Data in the Table indicate that the highest proportion (71%) of the respondents were in the "low " category while 16 percent and 13 percent had been fallen in the category of very low and medium respectively. It is obvious that job facilities create environment of better job performance in any organization particularly in the extension organization. In this study low category being the majority job performance of SAAO cannot be considered as extra ordinary. The job facilities of the SAAO indicate that they perform their jobs with inadequate facilities.

Extension media contact

Extension media contact of the respondents ranged from 13 to 35 against the possible range 0 to 42 with an average 27.17 and standard deviation of 5.72. The SAAOs were classified into three categories according to their extension media contact as the following manners:

Categories	Basis
Low	up to 21
Medium	22 – 30
High	Above 30

The categories and distribution of the respondents have been shown in the Table 4.1.6

Table 4.1.6 Distribution of Sub-Assistant Agriculture Officers according to their extension media contact

Categories	SAAOs		Mean	Sd
	Number	Percent		
Low	6	25	27.17	5.72
Medium	10	42		
High	8	33		
Total	24	100		

Data indicated that the highest proportion (42%) of the respondents were in the “medium” category while 25 percent were in the “low” and 33 percent were in the “high” extension media contact category respectively. In fact, in their job performance extension workers need more information and technical messages. Information, motivation and education are the three basic dimensions of better job performance in the extension service. In this study, three fourth of the respondents have extension contact ranged from medium to high. This is encouraging for better job performance.

Cosmopolitaness

Cosmopolitaness of the respondents ranged from 4 to 10 against the possible range 0 to 18 with an average 6.92 and standard deviation of 1.64. The SAAOs were classified into two categories according to their cosmopolitaness as the following manners:

Categories	Basis
Low	up to 6
Medium	7 – 10

The categories and distribution of the respondents have been shown in the Table 4.1.7

Table 4.1.7 Distribution of Sub-Assistant Agriculture Officers according to their cosmopolitaness

Categories	SAAOs		Mean	Sd
	Number	Percent		
Low	10	42	6.92	1.64
Medium	14	58		
Total	24	100		

Data indicated that highest proportion (58%) of the respondents were in the “medium ” category while 42 percent were in the “low ” cosmopolitaness category. As like as extension media contact cosmopolitaness of extension worker is also very much important aspect for job performance. In this study the degree of cosmopolitaness of SAAO is discouraging. The cosmopolitaness of the SAAO indicate they have low to medium participation out side of his/her area.

Job satisfaction

Job satisfaction of the respondents ranged from 16 to 33 against the possible range 0 to 40 with mean 27.58 and standard deviation of 4.45. The SAAOs were classified into three categories according to their job satisfaction as the following manners:

Categories	Basis
Low	up to 22
Medium	23 – 30
High	Above 30

The categories and distribution of the respondents have been shown in the Table 4.1.8

Table 4.1.8 Distribution of Sub-Assistant Agriculture Officers according to their job satisfaction

Categories	SAAOs		Mean	Sd
	Number	Percent		
Low	3	12	27.58	4.45
Medium	11	46		
High	10	42		
Total	24	100		

Data indicated that the highest proportion (46%) of the respondents were in the “medium” categories while almost equal proportion (42%) fell in the “high” job satisfaction category. The job performance is supposed to be better if the incumbents are satisfied with their job status. Data regarding job satisfaction indicate that SAAOs were pleased with his/her job which was essential for successful job performance.

Farmer's problem awareness

Farmer's problem awareness of the respondents ranged from 22 to 50 against the possible range 0 to 54 with mean value 39.08 and standard deviation of 7.77. The SAAOs were classified into three categories according to their farmers problem awareness as the following manners:

Categories	Basis
Low	up to 30
Medium	31 – 41
High	Above 41

The categories and distribution of the respondents have been shown in the Table 4.1.9

Table 4.1.9 Distribution of Sub-Assistant Agriculture Officers according to their farmers problem awareness

Categories	SAAOs		Mean	Sd
	Number	Percent		
Low	4	17	39.08	7.77
Medium	8	33		
High	12	50		
Total	24	100		

Data indicated that highest proportion (50%) of the respondents were in the "high" awareness category while 33 percent were in "medium" category. Only 17 percent of the respondents fell in the low category of farmers problem awareness. It could be concluded that most of the respondents were aware of their client system's problems. High awareness of problems is essential for successful transfer of technology and better job performance.

Problem confrontation

Problem confrontation of the respondents ranged from 23 to 62 against the possible range 0 to 80 with an average value 45.08 and standard deviation of 11.47. The SAAOs were classified into three categories according to their problem confrontation as the following manners:

Categories	Basis
Low	Below 36
Medium	36 – 50
High	Above 50

The categories and distribution of the respondents have been shown in the Table 4.1.10

Table 4.1.10 Distribution of Sub-Assistant Agriculture Officers according to their problem confrontation

Categories	SAAOs		Mean	Sd
	Number	Percent		
Low	5	21	45.08	11.47
Medium	10	42		
High	9	37		
Total	24	100		

Data indicated that the highest proportion (42%) of the respondents were in the “medium ” category of problem confrontation while 21 percent were in the “low” and 37 percent were in “high” problem confrontation respectively. This means that majority of the respondents faced medium and high problems confrontation in conducting their extension activities. It could be concluded that when the SAAOs are satisfied with their job their problem confrontation cannot effect job performance.

4.2 Job performance of Sub-Assistant Agriculture Officers

The job performance of SAAO was assessed by three evaluation system such as (i) The self evaluation (ii) The client evaluation and (iii) The supervisor evaluation. The score of each evaluation and the score of overall evaluation are shown separately. The overall evaluation means the summation of all the four evaluation scores. The tables 4.2.1, 4.2.2, 4.2.3, 4.2.4 and 4.2.5 shows the score of self evaluation, client (farmers) evaluation, supervisor evaluation, and overall evaluation respectively. In addition, a comparative assessment has been depicted in the figure 4.1

Self evaluation

The job performance scores of the SAAOs assessed by self evaluation ranged from 58 to 92 against the possible range 0 to 100. The mean and standard deviation were 76.42 and 11.19 respectively.

Categories	Basis
Low	Below 60
Medium	60 – 80
High	Above 80

The categories and distribution of the respondents have been shown in the Table 4.2.1

Table 4.2.1 Distribution of Sub-Assistant Agriculture Officers to determine their job performance according to self-evaluation

Categories	SAAOs		Mean	Sd
	Number	Percent		
Low	5	21	76.42	11.19
Medium	8	33		
High	11	46		
Total	24	100		

Data indicated that less than fifty percent of the SAAOs (46%) had high job performance while 21 percent and 33 percent had low and medium job performance respectively. In self evaluation there may be possibilities of biased or unbiased evaluation. From the analysis of data it could be concluded that SAAOs are not totally unbiased. This could be proved from the client evaluation and supervisors evaluation (Table 4.2.1).

Client (farmers) evaluation

The job performance scores of the SAAOs assessed by farmers ranged from 0 to 77 against the possible range 0 to 100. The mean and standard deviation were 43.86 and 16.32 respectively.

Categories	Basis
Very low	0-20
Low	21-40
Medium	41-65
High	Above 65

The categories and distribution of the respondents have been shown in the Table 4.2.2

Table 4.2.2 Distribution of Sub-Assistant Agriculture Officers according to their job performance by client (farmers) evaluation

Categories	SAAOs		Mean	Sd
	Number	Percent		
Very low	6	8	43.86	16.32
Low	19	27		
Medium	42	58		
High	5	7		
Total	72	100		

Data indicated that the highest proportion (58%) of the SAAOs had medium performance, 8% had very low, 27% had low performance and only 7% had high performance. If job performance scores assessed by self evaluation and assessed by client system are compared keeping in view the highest, lowest and mean scores it could be found that SAAOs assessed their every job item scoring much more than their client system. For example, while the client system gave zero against a particular job item, SAAO gave 58 against it. Similarly the mean score assessed by the client system (43.86) become almost double (74.52) in case of self evaluation. So, it is proved that SAAOs were biased in evaluating their own job performance. The farmers being the beneficiaries of job performance of SAAOs and having closer look into the activities of SAAOs. Farmers can give clear opinion and understanding about job performance of SAAOs. The farmers made better assessment about the job performance of SAAOs than those of self, AAEO and AEO (Table 4.2.2).

Supervisor (AAEO) evaluation

The job performance scores of the SAAOs assessed by AAEO ranged from 50 to 83 against the possible range 0 to 100. The mean and standard deviation were 67.63 and 9.02 respectively.

Categories	Basis
Low	Below 60
Medium	60 – 80
High	Above 80

The categories and distribution of the respondents have been shown in the Table 4.2.3

Table 4.2.3 Distribution of Sub-Assistant Agriculture Officers according to their job performance by AAEO evaluation

Categories	SAAOs		Mean	Sd
	Number	Percent		
Low	4	17	67.63	9.02
Medium	18	75		
High	2	8		
Total	24	100		

Data indicated that the highest proportion (75%) of the SAAOs had medium performance while 17 percent and 8 percent had low and high performance respectively. AAEO are the immediate senior officer of SAAOs. They have the opportunity to supervise the activity of SAAOs closely. So, their assessment is supposed to be field oriented and unbiased. But still there is a wide gape between the assessment of client system and AEO (Table 4.2.3).

Supervisor (AEO) evaluation

The job performance scores of the SAAOs assessed by AEO ranged from 49 to 60 against the possible range 0 to 100. The mean and standard deviation were 54.54 and 2.69 respectively.

Categories	Basis
Low	up to 50
Medium	51 – 56
High	Above 56

The categories and distribution of the respondents have been shown in the Table 4.2.4

Table 4.2.4 Distribution of Sub-Assistant Agriculture Officers according to their job performance by AEO evaluation

Categories	SAAOs		Mean	Sd
	Number	Percent		
Low	4	17	54.54	2.69
Medium	16	66		
High	4	17		
Total	24	100		

Data indicated that the highest proportion (66%) of the SAAOs had medium performance and almost equal proportion (17%) had low and high job performance. The job performance evaluated by AEO might have some sort of biasness than AAEO. In fact all the scores low, medium and the highest are very near to the mean score.

Overall evaluation

The overall job performance scores of the respondents ranged from 55 to 69.42 against the possible range 0 to 100. The mean and standard deviation were 60.83 and 4.25 respectively.

Categories	Basis
Low	up to 57
Medium	58 – 66
High	Above 66

The categories and distribution of the respondents have been shown in the Table 4.2.5

Table 4.2.5 Distribution of Sub-Assistant Agriculture Officers according to their job performance overall evaluation

Categories	SAAOs		Mean	Sd
	Number	Percent		
Low	8	33	60.83	4.25
Medium	13	54		
High	3	13		
Total	24	100		

Data indicated that highest proportion (54%) of the SAAOs had medium performance while 33 percent had low and 13 percent had high performance. The overall of the mean score also very close to both the highest and lowest. This indicate that the job performance of SAAOs of the study area is low and unsatisfactory. It is not expectable. SAAOs are the most important root level extension worker in DAE. Development of Agricultural sector depends on SAAOs better job performance. It could be concluded that if the situation appears same all over the country the Agricultural development would be solely depended upon the farmer's own extension behavior (Table 4.2.5).

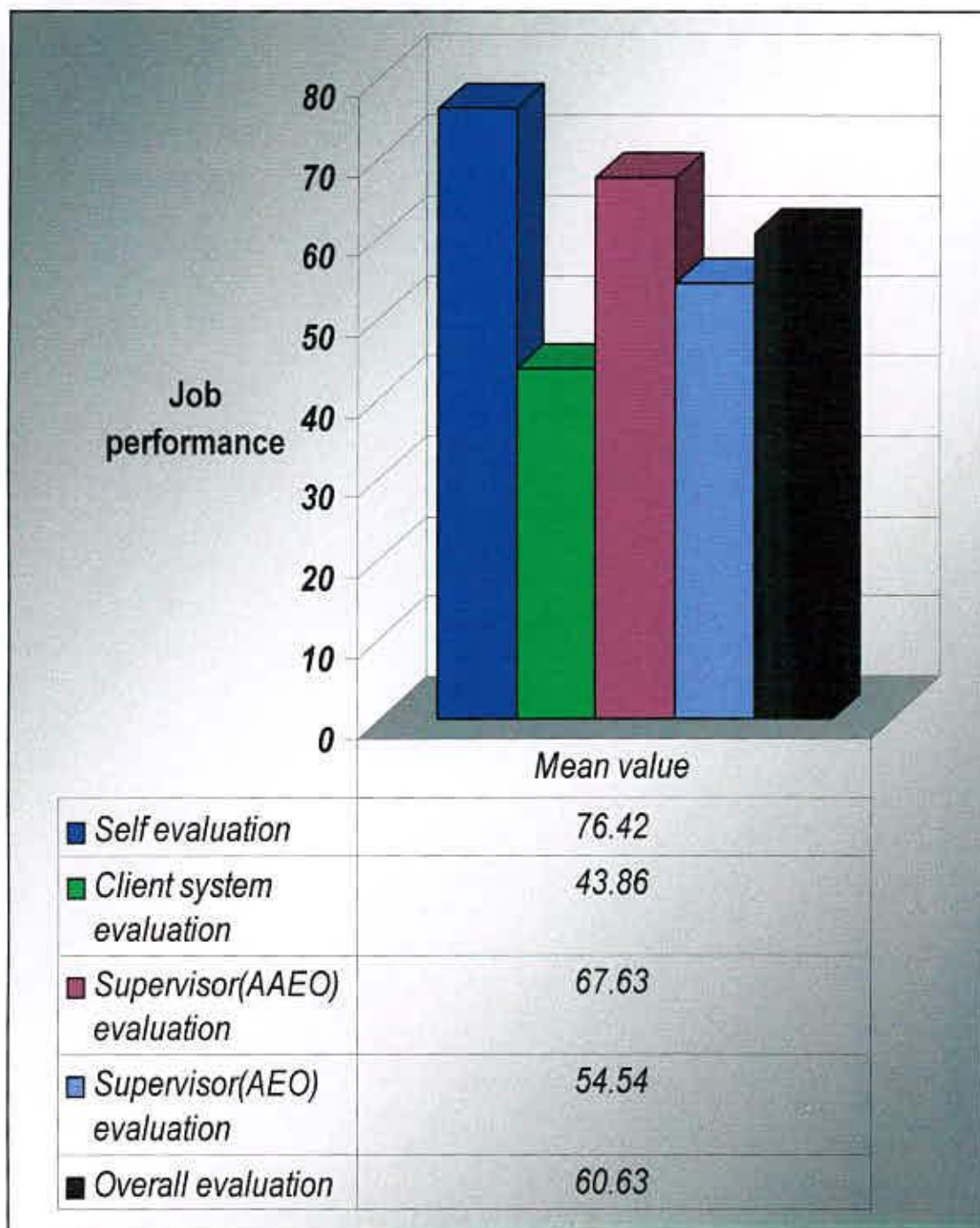


Figure 4.2.1 Figure showing distribution of Sub Assistant Agriculture Officers according to their mean job performance assessed by different evaluators.

4.3 Comparative performance of SAAOs on twenty five criteria of their job performance:

Rank order of job performance of Sub Assistant Agriculture Officers was determined on the basis of rating of self evaluation, client (Farmers) evaluation and supervisor evaluation separately. Three evaluation systems have been shown in table 4.3.1, 4.3.2 and 4.3.3 respectively with the help of the following formula.

$$\text{Performance index} = (N_{vp} \times 0) + (N_p \times 1) + (N_m \times 2) + (N_g \times 3) + (N_{vg} \times 4)$$

Where,

N_{vp} = Numbers of opinion against very poor performance in each criteria

N_p = Numbers of opinion against poor performance in each criteria

N_m = Numbers of opinion against medium performance in each criteria

N_g = Numbers of opinion against good performance in each criteria

N_{vg} = Numbers of opinion against very good performance in each criteria

Table 4.3.1 Rank order of 25 job items for job performance of SAAOs according to performance indices by self evaluation (Number 24)

Sl. No.	Activities	Very good	Good	Medium	Poor	Very poor	Performance indices	Rank order
1	Familiar with the block	17	5	2	0	0	87	1
2	Suggestion to use IPM practices	16	4	4	0	0	84	2
3	Suggestion about cultivation of vegetable, spice, fruit etc	14	6	4	0	0	82	3
4	Suggestion about disease and pest control	13	7	4	0	0	81	4.5
5	Regular attendance to Union parisad meeting	13	9	1	0	1	81	4.5
6	Advice on soil fertility and productivity	9	14	1	0	0	80	7
7	Timely suggestion for irrigation and drainage	12	8	4	0	0	80	7
8	Maintaining SAAO diary	11	10	3	0	0	80	7
9	Management of demonstration plots and visit time to time	8	14	2	0	0	78	9
10	Suggestion about cropping pattern and crop rotation	11	7	6	0	0	77	10.5
11	Takeing initiative for overall Agril. development of the block	8	13	3	0	0	77	10.5
12	Arrangement to listen farm radio & farm T.V. program	8	12	4	0	0	76	12
13	Planning and Monitoring extension programme	8	10	6	0	0	74	13.5
14	Suggestion about seeds production and preservation	7	12	5	0	0	74	13.5
15	Checking whether the recommended technologies are being practiced by farmer	8	11	3	2	0	73	15
16	Identifying farmer's problems and need by FINA	10	6	5	3	0	71	17
17	Demonstration of manure preparation	5	13	6	0	0	71	17
18	Visit to innovative farmers to investigate technology developed by farmers and identify to transfer it	8	10	4	1	1	71	17
19	Motivating farmers for adoption all important crops including cereal & Oilseed crops	7	10	4	3	0	69	19.5
20	Arrange farmer group meetings	3	15	6	0	0	69	19.5
21	Organization and management of farmers rally and field day	5	13	3	3	0	68	21
22	Initiativeness to form new groups	0	15	9	0	0	63	22.5

	as when necessary							
23	Distribution of Leaflets, Booklets & Posters etc	5	9	6	4	0	63	22.5
24	Advice and initiative on input supply , receive Agril. Credit, market of crops	5	5	6	8	0	55	24
25	Use of training materials and audio-visual aid for farmer training	3	5	7	6	3	47	25

Performance index obtained from self evaluation rating score ranged from 47 to 87 against the possible range 0 to 96. Where 0 indicates very poor performance and 96 indicates very good performance. Every item of job performance is very essential for the educational promotion of the client system. The SAAOs self evaluation score ranged from medium to very good job performance. The performance score of 25 items ascended or dissented very smoothly. This indicate that SAAOs are very much conscious about their duties and responsibilities.

Data contain in the table 4.3.1 indicate that the performance of the SAAOs in respect of familiar with the block was the highest (PI-87). But familiar with block is not a technical job, it is a personal to be social beings quality. The second highest (PI-84) is suggestion to use IPM. But in the field it was observed that farmers do not use IPM at desirable level. Using of training materials and audio-visual aid for farmer training was the lowest (PI-47) score. As a result farmers do not understand about new technology and adoption rate is very low. The technical job performance score is poor.

Table 4.3.2 Rank order of 25 job items for job performance of SAAOs according to performance indices by client evaluation (Number 72)

Sl. No.	Activities	Very good	Good	Medium	Poor	Very poor	Performance indices	Rank order
1	Behaviour with farmers	17	45	5	2	3	215	1
2	Familiar with the block	25	24	19	1	3	211	2
3	Identifying farmer problems and need by FINA	2	39	18	6	7	167	3
4	Taking initiative for overall Agril. Development of the Block	3	33	22	8	6	163	4
5	Advise for tree plantation	1	33	26	5	7	161	5
6	Monitoring the use of recommended practice by the farmer	2	36	19	6	9	160	6
7	Timely suggestion for irrigation and drainage	5	31	19	8	9	159	7
8	Advise on soil fertility and productivity.	3	25	29	4	11	149	8
9	Demonstration of manure preparation	2	31	17	12	10	147	9
10	Suggestion about disease and pest control	1	24	28	13	6	145	10
11	Suggestion about cultivation of vegetable, spice, fruit etc.	0	20	34	8	10	136	11
12	Suggestion about cropping pattern and crop rotation	2	18	30	10	11	132	12
13	Teaching about seed preservation	1	20	26	15	10	131	13
14	Identify innovative farmers	1	7	43	17	4	128	14
15	Maintaining a daily diary of activities	1	15	34	10	12	127	15
16	Conduction of Result demonstration	1	30	8	15	18	125	16
17	Advice to listen farm radio & farm T.V. program	1	17	17	23	14	112	17.5
18	Suggestion about IPM	0	12	30	16	14	112	17.5
19	Motivate the farmers in cultivating cereal crops & Oilseed crops	0	7	20	30	15	91	19
20	Distribution of Leaflets, Booklets & Posters etc.	1	5	11	37	18	78	20
21	Encouraging the formation of new groups where necessary	0	8	10	27	27	71	21
22	Attendance at farmer group meetings	2	9	2	29	30	68	22.5
23	Advice and initiative on input supply , receive Agril. Credit, market of crops .	1	1	5	51	14	68	22.5
24	Organization and management of farmers rally and field day	0	4	10	28	30	60	24
25	Use training materials and audio-visual aid for training	0	2	5	19	46	35	25

Performance index of SAAOs evaluated by client system (farmers) ranged from 35 to 215 against the possible range 0 to 288. Where 0 indicates very poor performance and 288 indicates very good performance.

Farmers are the client system who can give clear opinion and understanding about job performance of SAAOs. Data contained in the Table 4.3.2 show farmers opinion about every aspect of job performance of SAAOs. The finding is discouraging. Pleasant behaviour with farmers and to be familiar with the block ranked first and second having performance indices of 215 and 211 respectively. Pleasant behaviour and familiarity with the area are not technical job. So, any one can have such quality. The technical jobs like identification of farmer's problem (PI-167), demonstration of manure preparation (PI-147), teaching about seeds preservation (PI-131) and conduction of result demonstration (PI-125) scored much lower. These technical jobs should have higher rank order. Use of training materials and audio-visual aid for training for farmer training was the lowest (PI-35) score. This evaluation same be similar self evaluation. Use of training materials and audio-visual aid is very much necessary for farmers because most of the farmers are illiterate. The rank order table indicates that extension workers in Narayanganj district is far below from the expectation. In most of the cases the client system evaluation contradicts with self evaluation.

Table 4.3.3 Rank order of 25 job items for job performance of SAAOs according to performance indices by AAEO & AEO evaluation (Number 48)

Sl. No.	Activities	Very good	Good	Medium	Poor	Very poor	Performance indices	Rank order
1	Familiar with the block	10	31	7	0	0	147	1
2	Demonstration of manure preparation	2	26	20	0	0	126	2
3	Management of demonstration plots and visit time to time	5	20	22	1	0	125	3.5
4	Suggestion about IPM	3	23	22	0	0	125	3.5
5	Suggestion about cultivation of vegetable, spice, fruit etc.	1	25	22	0	0	123	5.5
6	Suggestion about disease and pest control	4	19	25	0	0	123	5.5
7	Advice to listen farm radio & farm T.V. program	3	18	27	0	0	120	7.5
8	Timely suggestion for irrigation and drainage	0	24	24	0	0	120	7.5
9	Advice on soil fertility and productivity.	1	21	25	1	0	118	10
10	Planning and Monitoring extension programme	3	16	29	0	0	118	10
11	Regular attendance to union parishad meeting	7	8	33	0	0	118	10
12	Arrange at farmer group meetings	5	12	30	1	0	117	12
13	Timely preparation and submission of Reports	4	13	30	1	0	116	14
14	Distribution of Leaflets, Booklets & Posters etc.	1	19	27	1	0	116	14
15	Suggestion about availability of seed and preservation	0	20	28	0	0	116	14
16	Take initiative for overall Agril. development of the block	0	19	29	0	0	115	16
17	Collection of Agril. Statistics and maintaining a daily diary of activities	0	18	30	0	0	114	17
18	Checking whether the recommended technology are being practiced by farmer	0	18	29	1	0	113	18
19	Initiativeness in the formation of new groups where necessary	0	16	32	0	0	112	19.5
20	Visit to innovative farmers to investigate farmers developed technology and identify to transfer it	0	16	32	0	0	112	19.5

21	Suggestion about cropping pattern and crop rotation	2	12	33	1	0	111	21.5
22	Use training materials and audio-visual aid for farmer training	1	14	32	1	0	111	21.5
23	Organization and management of farmers rally and field day	0	14	34	0	0	110	23
24	Identifying farmer problems and need by FINA	0	12	33	3	0	105	24
25	Advice and initiative on input supply , receive Agril. Credit, market of crops	0	8	39	1	0	103	25

Performance index of SAAOs evaluated by AAEO and AEO(24x2=48) ranged from 103 to 147 against the possible range 0 to 192. Where 0 indicates very poor performance and 192 indicates very good performance.

Data contained in the Table 4.3.3 indicate that the performance of the SAAOs in respect of to be familiar with the block was the highest (PI-147). But it is not a technical job. The technical job like demonstration of manure preparation (PI-126), management of demonstration plot (PI-125) achieved second and third position. This evaluation is not same with regard to self and client evaluation. It indicates that the job performance evaluated by AAEO and AEO might have some sort of bias. From the rank order table it is clear that SAAOs being a technical person are reluctant to technical job. For example identifying farmers problem through FINA and advise to farmers on various crop production issues, lowest score only PI-105 and PI-103 respectively.

4.4 Relationship of selected characteristics of SAAOs with the extent of job performance

This chapter deals with the relationship of the 10 independent variables with the job performance of the SAAOs. The selected independent variables were age, level of education, academic achievement, service length, job facilities, extension media contact, cosmopolitanism, job satisfaction, farmers problem awareness and problem confrontation. Correlation coefficient have been used to examine the relationship of the independent variables with the job performance. Also multiple regression was computed to ascertain the contribution of the selected characteristics of the SAAOs to their job performance. Throughout the study 5% level of probability has been used as the basis for rejecting of any null hypothesis.

Relationships between of the 10 selected independent variables with extent of job performance have been shown and described below in the tables of spearman correlation coefficient (4.4.1), coefficient matrix (4.4.2). Again contribution of the selected characteristics to the job performance has been shown in the table 4.4.3.

Table 4.4.1 Spearman Correlation coefficient analysis of ten independent variables with the overall job performance.

Dependent variable	Independent variables	Co-efficient of correlation "r"	Tabulated value	
			5%	1%
Job Performance	Age	.405*	0.404	0.515
	level of education	-.260		
	Academic achievement	-.192		
	Service length	.462*		
	Job facilities	.239		
	Extension media contact	-.012		
	Cosmopolitaness	.028		
	Job satisfaction	.282		
	Farmers' problem awareness	.253		
	Problem confrontation	.028		

* Correlation is significant at the 0.05 level

Table 4.4.2 Correlation Matrix showing correlation between 10 independent variables and Job Performance.

	Performence	Age of the SAAO	level of education	Academic achievement	Service length	Job facilities	Extension media contact	Cosmopoliteness	Jobsatisfaction	Farmers' problem awareness	Problem confrontation
Performence	1.000										
Age of the SAAO	.405(*)	1.000									
level of education	-.260	.039	1.000								
Academic achievement	-.192	-.142	.784(**)	1.000							
Service length	.462(*)	.796(**)	.009	-.120	1.000						
Job facilities	.239	.010	-.070	-.068	-.097	1.000					
Extension media contact	-.012	.157	-.232	.097	.058	.106	1.000				
Cosmopoliteness	.028	.111	-.134	.150	.153	.124	.248	1.000			
Job satisfaction	.282	.076	-.213	-.170	-.150	-.023	.234	-.234	1.000		
Farmers' problem awareness	.253	-.049	-.509(*)	-.613(**)	-.057	.486(*)	-.117	-.125	.161	1.000	
Problem confrontation	.028	-.333	-.257	-.048	-.161	.230	.088	.225	.271	.431(*)	1.000

* Correlation is significant at the 0.05 level (2-tailed).

** Correlation is significant at the 0.01 level (2-tailed).

Table 4.4.3 Multiple regression coefficients analysis of ten independent variables with the overall job performance.

Variables	regression coefficients B	t	Sig
(Constant)	75.617	3.571	.003
Age	-.181	-.727	.480
Level of education	-2.736 *	-2.263	.041
Academic achievement	1.850 *	2.180	.051
Service length	.371	1.524	.151
Job facilities	.164	.403	.694
Extension media contact	-.232	-1.397	.186
Cosmopolitaness	.137	.231	.821
Job satisfaction	.521 *	2.466	.028
Farmers' problem awareness	.259	1.436	.175
Problem confrontation	-.151	-1.324	.208

* Regression is significant at the 0.05 level

$$R^2 = 0.628$$

Age and Job Performance

The relationship between age and job performance of SAAOs were examined by testing the null hypothesis. The null hypothesis was: “there is no significant relationship between age and extent of job performance”.

The strength of relationship between age and extent of job performance by the calculated value of $r = 0.405$ which is greater than the tabulated value 0.404 at 22 degrees of freedom. It means that the relationship between age and extent of job performance was significant. The null hypothesis was rejected at 5% level of significance. It means that higher the age greater the extent of job performance (Table 4.4.1) But the inter-relationship matrix showed its strong association with service length (Table 4.4.2).

In the regression analysis age showed no significant contribution to the job performance at 5% level. It had t value -0.727 which is smaller than the tabulated value (Table 4.4.3).

Level of education and Job Performance

The relationship between level of education and job performance of SAAOs were examined by testing the null hypothesis. The null hypothesis was: “there is no significant relationship between level of education and extent of job performance”.

The strength of relationship between level of education and extent of job performance by the calculated value of $r = -0.260$ which is smaller than the tabulated value 0.404 at 22 degrees of freedom. It means that the relationship

between level of education and extent of job performance was not significant. The null hypothesis was accepted at 5% level of significance (Table 4.4.1). But the inter-relationship matrix showed its strong association with academic achievement and farmers problem awareness (Table 4.4.2).

In the regression analysis level of education showed a significant contribution to the job performance. It had t value -2.263 which is greater than the tabulated value, significant at 5% level of significance and a regression coefficient of -2.736. This implies that for every percent increase in the predictor (level of education) there was a corresponding -2.736 percent decrease in the criterion (extent of job performance), other condition being equal (Table 4.4.3).

Academic achievement and Job Performance

The relationship between academic achievement and job performance of SAAOs were examined by testing the null hypothesis. The null hypothesis was: "there is no significant relationship between academic achievement and extent of job performance".

The strength of relationship between academic achievement and extent of job performance by the calculated value of $r = -0.192$ which is smaller than the tabulated value 0.404 at 22 degrees of freedom. It means that the relationship between academic achievement and extent of job performance was not significant. The null hypothesis was accepted at 5% level of significance (Table 4.4.1). But the inter-relationship matrix showed its strong association with farmers problem awareness (Table 4.4.2).

In the regression analysis academic achievement showed a significant contribution to the job performance. It had t value 2.180 which is greater than the tabulated value, significant at 5% level of significance and a regression coefficient of 1.850. This implies that for every percent increase in the predictor (academic achievement) there was a corresponding 1.850 percent increase in the criterion (extent of job performance), other condition being equal (Table 4.4.3).

Service length and Job Performance

The relationship between service length and job performance of SAAOs were examined by testing the null hypothesis. The null hypothesis was: "there is no significant relationship between service length and extent of job performance".

The strength of relationship between service length and extent of job performance by the calculated value of $r = 0.462$ which is greater than the tabulated value 0.404 at 22 degrees of freedom. It means that the relationship between Service length and extent of job performance was significant. The null hypothesis was rejected at 5% level of significance. It means that higher the service length greater the extent of job performance table 4.4.1. But the inter-relationship matrix showed its strong association with age (Table 4.4.2).

In the regression analysis service length showed no significant contribution to the job performance. It had t value 1.524 which is smaller than the tabulated value, not significant at 5% level of significance and a regression coefficient of .371 (Table 4.4.3).

Job facilities and Job Performance

The relationship between job facilities and job performance of SAAOs were examined by testing the null hypothesis. The null hypothesis was: "there is no significant relationship between job facilities and extent of job performance".

The strength of relationship between job facilities and extent of job performance by the calculated value of $r = 0.239$ which is smaller than the tabulated value 0.404 at 22 degrees of freedom. It means that the relationship between job facilities and extent of job performance was not significant. The null hypothesis was accepted at 5% level of significance (Table 4.4.1). But the inter-relationship matrix showed its moderate association with farmers problem awareness (Table 4.4.2).

In the regression analysis job facilities showed not a significant contribution to the job performance. It had t value .403, which is smaller than the tabulated value, not significant at 5% level of significance and a regression coefficient of 1.164 (Table 4.4.3).

Extension media contact and Job Performance

The relationship between extension media contact and job performance of SAAOs were examined by testing the null hypothesis. The null hypothesis was: "there is no significant relationship between extension media contact and extent of job performance".

The strength of relationship between extension media contact and extent of job performance by the calculated value of $r = -0.012$ which is smaller than the tabulated value 0.404 at 22 degrees of freedom. It means that the relationship between Extension media contact and extent of job performance was not significant. The null hypothesis was accepted at 5% level of significance (Table 4.4.1).

In the regression analysis extension media contact showed not a significant contribution to the job performance. It had t value -1.397 which is smaller than the tabulated value, not significant at 5% level of significance and a regression coefficient of -0.232 (Table 4.4.3).

Cosmopolitaness and Job Performance

The relationship between cosmopolitaness and job performance of SAAOs were examined by testing the null hypothesis. The null hypothesis was: "there is no significant relationship between cosmopolitaness and extent of job performance".

The strength of relationship between cosmopolitaness and extent of job performance by the calculated value of $r = 0.028$ which is smaller than the tabulated value 0.404 at 22 degrees of freedom. It means that the relationship between cosmopolitaness and extent of job performance was not significant. The null hypothesis was accepted at 5% level of significance (Table 4.4.1).

In the regression analysis cosmopolitanness showed not a significant contribution to the job performance. It had t value 0.231 which is smaller than the tabulated value, not significant at 5% level of significance and a regression coefficient of 0.137 (Table 4.4.3).

Job satisfaction and Job Performance

The relationship between job satisfaction and job performance of SAAOs were examined by testing the null hypothesis. The null hypothesis was: "there is no significant relationship between job satisfaction and extent of job performance".

The strength of relationship between Job satisfaction and extent of job performance by the calculated value of $r = 0.282$ which is smaller than the tabulated value 0.404 at 22 degrees of freedom. It means that the relationship between Job satisfaction and extent of job performance was not significant. The null hypothesis was accepted at 5% level of significance (Table 4.4.1).

In the regression analysis Job satisfaction showed a significant contribution to the job performance. It had t value 2.466 which is greater than the tabulated value, significant at 5% level of significance and a regression coefficient of 0.521. This implies that for every percent increase in the predictor (Job satisfaction) there was a corresponding 0.521 percent increase in the criterion (extent of job performance), other condition being equal (Table 4.4.3).

Farmers problem awareness and Job Performance

The relationship between farmers problem awareness and job performance of SAAOs were examined by testing the null hypothesis. The null hypothesis was: "there is no significant relationship between farmers problem awareness and extent of job performance".

The strength of relationship between farmers problem awareness and extent of job performance by the calculated value of $r = 0.253$ which is smaller than the tabulated value 0.404 at 22 degrees of freedom. It means that the relationship between Farmers problem awareness and extent of job performance was not significant. The null hypothesis is accepted at 5% level of significance (Table 4.4.1). But the inter-relationship matrix showed its moderate association with level of education, problem confrontation, job facilities and strong association with academic achievement (Table 4.4.2).

In the regression analysis farmers problem awareness showed not a significant contribution to the job performance. It had t value 1.436 which is smaller than the tabulated value, not significant at 5% level of significance and a regression coefficient of 0.259 (Table 4.4.3).

Problem confrontation and Job Performance

The relationship between problem confrontation and job performance of SAAOs were examined by testing the null hypothesis. The null hypothesis was: "there is no significant relationship between problem confrontation and extent of job performance".

The strength of relationship between problem confrontation and extent of job performance by the calculated value of $r = 0.028$ which is smaller than the tabulated value 0.404 at 22 degrees of freedom. It means that the relationship between problem confrontation and extent of job performance was not significant. The null hypothesis was accepted at 5% level of significance (Table 4.4.1). But the inter-relationship matrix showed its moderate association with farmers problem awareness (Table 4.4.2).

In the regression analysis problem confrontation showed not a significant contribution to the job performance. It had t value -1.324 which is smaller than the tabulated value, not significant at 5% level of significance and a regression coefficient of -0.151 (Table 4.4.3).

CHAPTER-5

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Findings

5.1.1 Selected characteristics of Sub Assistant Agriculture Officers

Age

Age of the respondents ranged from 25 to 65 with an average of 46.21 and standard deviation is 10.38. The highest proportion (46%) of the respondents fell in the “middle aged” category while 12 percent and 42 percent fell in young and old aged categories respectively.

Level of education

Level of education of the respondents ranged from 12 to 17 with an average of 14.71 and standard deviation is 1.28. The highest proportion (75%) of the respondents were in the high level of category while 25 percent were in the medium level of education.

Academic achievement

Academic achievement of the respondents ranged from 3 to 10 with an average of 6.16 and standard deviation is 1.88. The highest proportion (67%) of the respondents were in the “middle ” category compared to 17 percent were in

“high” academic achievement category. Only 16 percent of the respondents fell in the low level of academic achievement category.

Service length

Service length of the respondents ranged from 2 to 37 with an average of 23.88 and standard deviation 9.79. The highest proportion (50%) of the respondents were in the “long service ” category while 12 percent were in the “short service” and 38 percent were in the “medium service” length category.

Job facilities

Job facilities of the respondents ranged from 0 to 11 against the possible range of 0 to 28. The mean value was 5.17 and standard deviation is 2.41. The highest proportion (71%) of the respondents were in the “low ” category while 16 percent 13 percent had been fallen in the category of very low and medium respectively.

Extension media contact

Extension media contact of the respondents ranged from 13 to 35 against the possible range 0 to 42 with an average 27.17 and standard deviation 5.72. The highest proportion (42%) of the respondents were in the “medium ” category while 25 percent were in the “low” and 33 percent were in the “high” extension media contact.

Cosmopolitaness

Cosmopolitaness of the respondents ranged from 4 to 10 against the possible range 0 to 18 with an average 6.92 and standard deviation 1.64. The highest proportion (58%) of the respondents were in the “medium ” category while 42 percent were in the “low ” cosmopolitaness category.

Job satisfaction

Job satisfaction of the respondents ranged from 16 to 33 against the possible range 0 to 40 with mean value 27.58 and standard deviation 4.45. The highest proportion (46%) of the respondents were in the “medium ” categories while almost equal proportion (42%) fell in the “high” job satisfaction category and 12% were in the lowest category.

Farmers problem awareness

Farmers problem awareness of the respondents ranged from 22 to 50 against the possible range 0 to 54 with mean value 39.08 and standard deviation 7.77. The highest proportion (50%) of the respondents were in the “high ” category while 33 percent were in “medium” category. Only 17 percent of the respondents fell in the low category of farmers problem awareness.

Problem confrontation

Problem confrontation of the respondents ranged from 23 to 62 against the possible range from 0 to 80 with an average value 45.08 and standard deviation

11.47. The highest proportion (42%) of the respondents were in the “medium ” categories while 21 percent were in the “low” and 37 percent were in “high” problem confrontation .

5.1.2 Job performance of Sub Assistant Agriculture Officers

Self evaluation

The job performance scores of the SAAOs assessed by self evaluation ranged from 58 to 92 against the possible range 0 to 100. The mean and standard deviation were 76.42 and 11.19 respectively. The less than fifty percent of the SAAOs (46%) had high job performance while 21 percent and 33 percent had low and medium job performance respectively.

Client systems (farmers) evaluation

The job performance scores of the SAAOs assessed by farmers ranged from 0 to 77 against the possible range 0 to 100. The mean and standard deviation were 43.86 and 16.32 respectively. The highest proportion (58%) of the SAAOs had medium performance, 8% had very low, 27% had low performance and only 7% had high performance.

Supervisor (AAEO) evaluation

The job performance scores of the SAAOs assessed by AAEO ranged from 50 to 83 against the possible range 0 to 100. The mean and standard deviation were 67.63 and 9.02 respectively. The highest proportion (75%) of the SAAOs had

medium performance while 17 percent and 8 percent had low and high performance respectively.

Supervisor (AEO) evaluation

The job performance scores of the SAAOs assessed by AEO ranged from 49 to 60 against the possible range 0 to 100. The mean and standard deviation were 54.54 and 2.69 respectively. The highest proportion (66%) of the SAAOs had medium performance and almost equal proportion (17%) had low and high job performance.

Overall evaluation

The overall job performance scores of the respondents ranged from 55 to 69.42 against the possible range 0 to 100. The mean and standard deviation were 60.83 and 4.25 respectively. The highest proportion (54%) of the SAAOs had medium performance while 33 percent had low and 13 percent had high performance.

5.1.3 Comparative performance of twenty five job items of their job performance

Self evaluation : Performance index obtained from self evaluation rating score ranged from 47 to 87 against the possible range 0 to 96.

Client evaluation : Performance index of SAAOs evaluated by client system (farmers) ranged from 35 to 215 against the possible range 0 to 288. Where 0 indicates very poor performance and 288 indicates very good performance.

Supervisor evaluation : Performance index of SAAOs evaluated by AAEO and AEO ranged from 103 to 147 against the possible range 0 to 192. Where 0 indicates very poor performance and 192 indicates very good performance.

5.1.4 Relationship between extent of job performance and their selected characteristics of Sub Assistant Agriculture Officers

In correlation coefficient among the ten independent variables age and service length of SAAOs had significant relationship with their job performance at 5% level. Hence the concerned null hypothesis were rejected.

In case of multiple Regression analysis among ten independent variables level of education, academic achievement and job satisfaction had significant contribution with job performance at 5% level. The R^2 statistics indicate that the model as fitted explain 62.8% of the variability in job performance.

5.2 Conclusion

On the basis of findings of the study, the logical interpretation of their meaning and other relevant facts enabled the researcher to draw the following conclusion:

1. The job performance of the SAAOs assessed by self evaluation was found to be high. The same performance assessed by supervisors was found to be different from self evaluation. Finally the job performance evaluated by the client systems showed a different picture which have reasonable variation than the findings of self and supervisors evaluation. Hence, the overall job performance of the SAAOs indicated that 33% had low, 54% had medium and the rest 13% had high job performance. On the basis of above findings it may be concluded that overall job performance of the SAAOs is not satisfactory. In case of comparative performance of twenty five job items of their job performance, the SAAOs are not giving equal emphasis. So, intensive careful consideration should be maintain by the controlling officers of DAE to improve the job performance of the SAAOs.
2. The level of education of the SAAOs had medium to high. On the other hand 84% of the SAAOs had medium to high academic achievement. It may be concluded that high level of education and academic achievement indicates high level of job performance. Because the level of education and academic achievement of an individual help him in developing his mental make up which turn contribute to the

job performance. But the findings of the study seems to be contradictory to the above mentioned statement. Hence, the provision for adequate guidance, training and counseling is essential for high job performance.

3. The service length of the SAAOs, had medium to long. It may be concluded that medium to long service length (88%) indicates better job performance. Infact, their job performance found to be unsatisfactory, why ? It may be assumed that the controlling officers do not take care about the job performance of the SAAOs.

4. It is revealed from the study that SAAOs are provided with negligible job facilities. So, with of such meager job facilities, job performance can not be satisfactory. These facts lead to the conclusion that steps to be taken to create favorable job facilities for the sake of high the job performance.

5. The extension media contact of the SAAOs had 67% medium to high and cosmopolitiness score had low to medium (100%). The extension job by nature is media contact and cosmopolitiness oriented. But the respondent of the study showed minimum extension media contact and cosmopolitiness. So, if the two characteristics remain weak the authority of the extension organization cannot expect high job performance from them. Hence it could be concluded that at the

time of recruitment their extension media contact and cosmopolitiness should be an evaluation criteria of SAAOs.

6. The job satisfaction score of the SAAOs had medium to high (88%). Job satisfaction indicate that SAAOs were pleased with his/her job which was essential for successful job performance. But their job performance, job facilities, extension media contact and cosmopolitiness indicates contradiction with their opinion. It may be concluded that they are satisfied with job satisfaction they should be provided with job responsibilities and other important aspects with proper supervision.

7. The majority (83%) of the SAAOs had medium to high farmer's problem awareness. To keep aware of farmers problems is the most important responsibility of the SAAOs. In spite of highly awareness of farmers problems, practically they did not take initiative to solve farmer's problems. So, the concerned authority should create congenial atmosphere so that the SAAOs can solve the farmer's problems which faced by the farmers.

8. The problem confrontation score of the SAAOs had 63% low to medium and 37% high category. The SAAOs in thir service life face many problems. Some problems they confront successfully and some problems they cannot confront with their own capacity. In this case they need help from higher authority. So, the authority should provide necessary facilities to the SAAOs in time of need.

- 9 .The correlation coefficient indicates that age and service length of the SAAOs had significantly positive relationship with job performance. From the regression analysis it is obvious that job performance had significant relationship with level of education, academic achievement and job satisfaction. It could be concluded that the employees who had high level of education, high academic achievement should be considered in time of recruitment. In addition they should be provided with job facilities such as promotion, increment, housing, recreation etc. as job satisfaction and job facilities. The R^2 statistics indicate that the model as fitted explain 62.8% of the variability in job performance.

5.3 Recommendations

5.3.1 Recommendations for policy Implications

Recommendations of a study help modify and improve existing policies and procedures as well as to formulate new ones. Recommendations emanate from a careful consideration of the findings and conclusions. Recommendations formulate on the basis of the findings and conclusions of this study are presented below:

1. Recommended that adequate steps should be taken to ensure high level of job performance of the SAAOs. For achieving this, policy and procedure in respect of field extension, supervision, guidance, counseling and training of the SAAOs will need a very careful consideration and modification according to necessity.
2. For improvement technical of job responsibilities, DAE should have taken necessary action
3. DAE needs to provide necessary supports and facilities like office room, transport, more travel allowance, training materials, agricultural inputs, credit etc. to the SAAOs to perform their job properly so that they remain satisfied with their job.
4. Extension service belong to transferable job. There is a recognized rule how long an officers can stay at a station. Generally, after every 2 or 3 years extension officers are supposed to be transferred. But in case of SAAOs of Narayanganj it was found that they have been working their as life long permanent staff. As a result every SAAO of Narayanganj had a tendency to avoid their responsibilities. So, it is recommended that extension personnel be an office or a water to be transferred at regular interval.

5. Extension media contact and cosmopolitaness is very much helpful to improve their job performance. This findings leads to the recommendation that the extension service should provide more facilities by arranging to visit other Upazila, District and Countries related to agricultural programme so that the SAAOs could get more exposure on various communication media which will in turn help them in updating their knowledge.
6. In reference to problem confrontation of the SAAOs it can be recommended that arrangement should be made by DAE to minimize official problems faced by the SAAOs in performing their job performance. In addition motivational efforts should be undertaken by DAE to keep the SAAOs mentally sound to face local problems tactfully.
7. The immediate senior bosses such as AAEO and AEO should increase field visit with SAAOs to inspect the activity of SAAOs being undertaken, compare actual progress against agreed work programme and provide technical advice and assistance.
8. DAE should take administrative action to ensure the effective job performance of SAAOs.

5.3.2 Recommendations for further study

Based on the significant and limitations of the present study and some observation, the following recommendations are made for further study

1. The present study was restricted to job performance of the SAAOs only. It is, therefore, necessary that further studies should be undertaken for an understanding of job performance of the different categories of personnel involved in the DAE such as Junior Agriculture Extension Officer, Assistant Agriculture Extension Officer, Agriculture Extension Officer, Upazila Agriculture, Training Officer and Deputy Director.
2. Regular supervision by Upazila Agriculture Officer and Agriculture Officer can increase the job performance of SAAOs. So, it recommended that further study to be undertaken on 'Quality Supervision'.
3. The present study was concerned with job performance of the SAAOs who serves in the DAE. It is also necessary to undertake studies on the job performance of personnel serving in other organizations involved in rural development.
4. The present study was undertaken in Sadar Upazila of Narayanganj District only. It is also necessary to undertake same study on the other parts of the country.
5. Relationships of ten characteristics of the SAAOs have been investigated in this study. Further research should be conducted to explore the relationship of other characteristics of SAAOs such as family income, family status, supervisor relation, job tenure, promotability and affective commitment etc.

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APPENDIX- A

INTERVIEW SCHEDULE

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Sher-e-Bangla Agricultural University
Dhaka-1207

INTERVIEW SCHEDULE FOR COLLECTION OF DATA FOR THE RESEARCH ENTITLED JOB PERFORMANCE OF THE SUB-ASSISTANT AGRICULTURE OFFICERS

Sl.No.

Name of the respondents:
Block.....Union..... Upazila.....
Dist.....

(Please give the following information. Your information will be kept confidential and it will be used for research purpose only.)

1. Age: What is your age ?

Years.....Month.....Days.....

2. Level of educational and academic achievement

Please indicate your level of educational and academic achievement.

Sl.No.	Name of examination	Year of passing	Division/class
1.	S.S.C. /equivalent		
2.	H.S.C.		
3.	Two year Training from ATI		
4.	Three year Training from ATI		
5.	Make up course		

3. Service length :

- i) First entry into Govt. service.....
ii) Length of service: Years.....Month.....Days.....

4. Job facilities :

Please indicate by putting a tick () on the following working opportunity that accelerate your performance at your working place.

Sl.No.	Facilities	Not at all available	Available with difficulties	Easily available
1	Office room			
2	Transport			
3	Promotion			
4	Travel allowance			
5	Office stationary			
6	Training materials			
7	Office furniture			
8	Agricultural publication			
9	Co-operation from local leader			
10	Agricultural instrument & inputs			
11	Appropriate technology			
12	In-service training			
13	Necessary fund			
14	Others (Please specify)			

5. Extension media contact :

Please indicate the extent of your extension media contact about agril. Programme and publication by putting tick (√) any one of the four responses.

Sl. No.	Programme/publication	Regularly	Occasionally	Rarely (seldom)	Never
1	<u>Radio</u>				
	a)Desh amar mati amer				
	b)Sonalı fasal				
	c)Krishi samachar				
	d)Sabug Bangla				
	e)Khat Khamer				
	f)Azker Krishi				
	g)Krishikatha				
	h)Azker chashabad				
i)Sonalı prantor					
2	<u>Television</u>				
	Mati o manush				
3	<u>News paper</u>				
	Azker Krishi				
4	Krishi katha				
5	District bulletin of DAE				
6	Leaflet/Book let				

6. Cosmopolitaness :

Please mention how often you visit the places outside your Thana for various purpose.

Places of visit	Frequently	Occasionally	Rarely	Never
Visit outside your Upazila	5 or more days /month ()	3 to 4 days per month ()	1 or 2 days per month ()	0/month ()
Visit to union council	5 or more days /month ()	3 to 4 days per month()	1 or 2 days per month1 ()	0/month ()
Visit to Upazila head quarter	5 or more days /month ()	3 to 4 days per month()	1 or 2 days per month ()	0/month ()
Visit to District town	5 or more days /month ()	3 to 4 days per month()	1 or 2 days per month ()	0/month ()
Visit to cities(Dhaka, Khulna etc)	5 or more days /month ()	2 days /year ()	1 days / year ()	0/year ()
Visit to other countries	5 or more days /month ()	2 days /year ()	1 days / year ()	0/year ()

7. Job satisfaction:

Please indicate the extent of your agreement by putting tick mark (✓) against each of the following statement.

Sl. No.	Statement	Strongly agree	Agree	No option	Disagree	Strongly Disagree
1	I receive appreciation from my boss, colleagues and client					
2	As a govt. officer I get good salary					
3	I enjoy good living condition					
4	I think that my job is quite enjoyable as a result of which I never feel bored.					
5	I am damp satisfied with my posting place.					
6	UAO, AEO & others are very co-operative					
7	Work of Block Supervisors in the rural area is not less important in comparison to that of other.					
8	Farmers are found to be non-cooperative					
9	My office is supplied with necessary requirements					
10	Inputs are not available in time of need					

8. Farmers problem awareness :

Please indicate the extent of your awareness about the problem of the farmers by putting tick (✓) in any one of the four responses:

Sl. No.	Subject/inputs	Extent of problem awareness			
		High Aware	Medium Aware	Little aware	Not at all aware
1	Illiteracy of farmer				
2	Inadequacy of Agril. Input				
3	High price of Agril. Inputs				
4	Low price of Agril. Product				
5	Lack of quality seed				
6	Lack of using organic manure				
7	Decreasing of soil fertility due to intensive cultivation				
8	Decreasing of soil productivity due to intensive cultivation				
9	Want of spray machine				
10	Want of irrigation materials				
11	Complexity in applying new technology				
12	Ignorance of cropping pattern				
13	Lack of food nutrition knowledge of female farmer				
14	Lack of knowledge of seed preservation				
15	Lack of co-operative attitude of farmer in different occasion				
16	Negligence for homestead gardening by female farmer				
17	Difficulty of operating irrigation equipment due to irregular supply of electricity				
18	Use of insecticide				

9. Problem confrontation :

Please indicate the extent of your views about problem confrontation of job Responsibilities by putting tick (✓) in any one of the five responses

Sl. No.	Factors	High confrontation	Medium confrontation	Little confrontation	Very little confrontation	Not at all
1	Lack of transport for traveling					
2	Lack of residential accommodation					
3	Lack of extension training					
4	Less amount of fixed T.A					
5	Frequent transfer					
6	Lack of promotion opportunity					
7	Lack of technical experience					

8	Lack of knowledge of use inputs					
9	Lack of roads and paths in the block					
10	Inadequate supply of inputs (seeds, fertilizer, insecticides etc.) at the time of need					
11	Want of spray machine					
12	Want of demonstration materials					
13	Gradual decrease of soil fertility due to intensive cultivation					
14	Credit complexity					
15	Lack of functional literacy of the farmers					
16	Lack of timely technical co-operation from the authority/Research station to solve the problem					
17	Lack of freedom for planning of own works					
18	Lack of recognition for good performance					
19	High cost of inputs & low cost of Agril. products					
20	Others (specify)					

10. Job performance

Please indicate the extent of your view about job performance by putting tick (✓) in any of the responses

Sl. No.	Activities	Very good	Good	Medium	Poor	Very poor
1	Familiar with the block					
2	Identifying farmer problems and need by FINA					
3	Initiativeness to form as and where new groups necessary					
4	Motivating farmers for adoption of technology of all important crops including cereal & Oilseed crops					
5	Management of demonstration plots and visit time to time					
6	Demonstration of manure preparation					
7	Distribution of Leaflets, Booklets & Posters etc.					
8	Advice on soil fertility and productivity.					
9	Arrange to listen farm radio & farm T.V. program					
10	Timely suggestion for irrigation and drainage					
11	Suggestion about cropping pattern and crop rotation					
12	Suggestion about cultivation of vegetable, spice, fruit etc.					
13	Suggestion about disease and pest control					

14	Suggestion to use IPM practices					
15	Checking whether the recommended technology are being practiced by farmer					
16	Use of training materials and audio-visual aid for farmer training					
17	Planning and Monitoring extension programme					
18	Suggestion about seed production and preservation					
19	Arrange farmer group meetings					
20	Maintaining SAAO diary					
21	Organization and management of farmers rally and field day					
22	Regular attendance to union parishad meeting					
23	Taking initiative for overall Agril. development of the block					
24	Visit to innovative farmers to investigate farmers developed technology and identify to transfer it					
25	Advice and initiative on input supply , receive Agril. Credit, market of crops					

Thanks for your kind cooperation.

Signature of the Interviewer

APPENDIX- B

JOB PERFORMANCE EVALUATION OF SAAO's BY FARMERS

It is necessary to evaluate the job performance of the selected SAAO for research study. Therefore you are requested to give your opinion on the following activities of each of the selected SAAO of your Upazila. Indicate your opinion for each activity by checking any one of the five. Your opinion will be kept confidential and used for research purpose only.

Name of the SAAO.....

Name of the Farmer.....

Name of Block.....Upazila.....dist.....

Sl. No.	Activities	Very good	Good	Medium	Poor	Very poor
1	Familiar with the block					
2	Identifying farmer problems and need by FINA					
3	Encouraging the formation of new groups where necessary					
4	Motivate the farmers in cultivating cereal crops & Oilseed crops					
5	Conduction of Result demonstration					
6	Demonstration of manure preparation					
7	Distribution of Leaflets, Booklets & Posters etc.					
8	Advise on soil fertility and productivity.					
9	Advice to listen farm radio & farm T.V. program					
10	Timely suggestion for irrigation and drainage					
11	Suggestion about cropping pattern and crop rotation					
12	Suggestion about cultivation of vegetable, spice, fruit etc.					
13	Suggestion about disease and pest control					
14	Suggestion about IPM					

15	Monitoring the use of recommended practice by the farmer					
16	Use training materials and audio-visual aid for training					
17	Advise for tree plantation					
18	Teaching about seed preservation					
19	Attendance at farmer group meetings					
20	Maintaining a daily diary of activities					
21	Organization and management of farmers rally and field day					
22	Regular attendance to union parishad meeting					
23	Take initiative for overall Agril. development of the block					
24	Identify innovative farmers					
25	Advice and initiative on input supply , receive Agril. Credit, market of crops .					

Thanks for your kind cooperation.

Signature of the Interviewer

APPENDIX- C

JOB PERFORMANCE EVALUATION OF SAAO's BY AAEO/AEO

It is necessary to evaluate the job performance of the selected SAAO for research study. Therefore you are requested to give your opinion on the following activities of each of the selected SAAO of your Upazila. Indicate your opinion for each activity by checking any one of the five. Your opinion will be kept confidential and used for research purpose only.

Name of the AAEO/AEO.....

Name of the concern SAAO.....

Block.....

Sl. No.	Activities	Very good	Good	Medium	Poor	Very poor
1	Familiar with the block					
2	Identifying farmer problems and need by FINA					
3	Initiativeness in the formation of new groups where necessary					
4	Timely preparation and submission of Reports					
5	Management of demonstration plots and visit time to time					
6	Demonstration of manure preparation					
7	Distribution of Leaflets, Booklets & Posters etc.					
8	Advice on soil fertility and productivity.					
9	Advice to listen farm radio & farm T.V. program					
10	Timely suggestion for irrigation and drainage					
11	Suggestion about cropping pattern and crop rotation					
12	Suggestion about cultivation of vegetable, spice, fruit etc.					
13	Suggestion about disease and pest control					
14	Suggestion about IPM					

15	Checking whether the recommended technology are being practiced by farmer					
16	Use training materials and audio-visual aid for farmer training					
17	Planning and Monitoring extension programme					
18	Suggestion about availability of seed and preservation					
19	Arrange at farmer group meetings					
20	Collection of Agril. Statistics and maintaining a daily diary of activities					
21	Organization and management of farmers rally and field day					
22	Regular attendance to union parishad meeting					
23	Take initiative for overall Agril. development of the block					
24	Visit to innovative farmers to investigate farmers developed technology and identify to transfer it					
25	Advice and initiative on input supply , receive Agril. Credit, market of crops					

Thanks for your kind cooperation.

Sher-e-Bangla Agricultural University
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Sign: *[Signature]* Date: 12-01-19

Signature of the Interviewer

শেখেরবাংলা কৃষি বিশ্ববিদ্যালয় গ্রন্থাগার
সংরক্ষণ নং: *[Handwritten]* Ext
তারিখ: 03-10-19

