

**JOB PERFORMANCE OF SUB ASSISTANT AGRICULTURE
OFFICERS (SAAOs) OF DINAJPUR DISTRICT IN
BANGLADESH**

MD. ZULFIKER ALI RAIHAN



**DEPARTMENT OF AGRICULTURAL EXTENSION AND INFORMATION SYSTEM
SHER-E-BANGLA AGRICULTURAL UNIVERSITY
DHAKA-1207**

JULY, 2011

**JOB PERFORMANCE OF SUB ASSISTANT AGRICULTURE
OFFICERS (SAAOs) OF DINAJPUR DISTRICT IN
BANGLADESH**

BY

MD. ZULFIKER ALI RAIHAN

Reg. No. 09-03739

A thesis

*Submitted to the Faculty of Agriculture
Sher-e-Bangla Agricultural University, Dhaka-1207,
in partial fulfillment of the requirements
for the degree of*

MASTER OF SCIENCE (MS)

IN

AGRICULTURAL EXTENSION AND INFORMATION SYSTEM

SEMESTER: JAN-JUNE, 2011

APPROVED BY:

Prof. Dr. Md. Rafiquel Islam

Supervisor

Dept. of Agricultural Extension and Information System
Sher-e-Bangla Agricultural University
Dhaka

Prof. Md. Shadat Ulla

Co-Supervisor

Dept. of Agricultural Extension and Information System
Sher-e-Bangla Agricultural University
Dhaka

Prof. Dr. Md. Sekender Ali

Chairman

Examination Committee

Dept. of Agricultural Extension and Information System
Sher-e-Bangla Agricultural University

JULY, 2011



**DEDICATED
TO
MY BELOVED PARENTS**



**DEPARTMENT OF AGRICULTURAL EXTENSION
AND INFORMATION SYSTEM**
Sher-e-Bangla Agricultural University

CERTIFICATE

This is to certify that the thesis entitled “**Job performance of Sub Assistant Agriculture Officers (SAAOs) of Dinajpur District in Bangladesh**” submitted to the Faculty of Agriculture, Sher-e-Bangla Agricultural University, Dhaka-1207, in partial fulfillment 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 **Md. Zulfiker Ali Raihan**, Registration No. **09-03739** under my supervision and guidance. No part of the thesis has been submitted for any other degree or diploma.

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

Dated:
Dhaka, Bangladesh

Prof. Dr. Md. Rafiqueel Islam
Supervisor
Department of Agricultural Extension and Information System
Sher-e-Bangla Agricultural University
Sher-e-Bangla Nagar, Dhaka-1207

ACKNOWLEDGEMENTS

All praises to Almighty Allah, the Great, Gracious, Mercifull, Whose blessings enabled the author to complete this research work successfully.

In particular, the author deems it a great pleasure to express his profound thankfulness to his respected parents, who entiled much hardship inspiring for prosecuting his studies, receiving proper education.

The author deems it a proud privilege to express his deep sence of gratitude, sincere appreciation and immense thanks to his supervisor Dr. Md. Rafiquel Islam, Professor, Department of Agricultural Extension and Information System, Sher-e-Bangla Agricultural University, Dhaka, for his continuous guidance, cooperation, constructive criticism and helpful suggestions in carrying out the research work and preparation of this thesis, without his intense co-operation this work would not have been possible.

The author feels proud to express his deepest respect, sincere appreciation and immense indebtedness to his co-supervisor Md. Shadat Ulla, Professor, Department of Agricultural Extension and Information System, Sher-e-Bangla Agricultural University, Dhaka, for his scholastic and continuous guidance, constructive criticism and valuable suggestions during the entire period of course and research work and preparation of this thesis. The author also expresses his heartfelt thanks to all the teachers of the Department of Agricultural Extension and Information System, SAU, for their valuable teaching, suggestions and encouragement during the period of the study.

Special and thankful appreciation is also due to Mahmud, Shudhangshu and Siddique for their fellow feelings and encouragement during the study period.

Last but not the least, the author express his immense indebtness, deppest sense of gratitude and profound gratefulness to his friends who had been a constant source of blesings, inspiration and encouragement for his higher study.

The Author

TABLE OF CONTENTS

CHAPTER	Page
ACKNOWLEDGEMENTS	i
TABLE OF CONTENTS	ii

CHAPTER	Page
LIST OF TABLES	v
LIST OF FIGURES	vi
LIST OF APPENDICES	vi
LIST OF ABBREVIATIONS	vii
ABSTRACT	viii
1. INTRODUCTION	01
1.1 General Background	01
1.2 Statement of the Problem	06
1.3 Specific Objectives of the Study	07
1.4 Significance of the Study	07
1.5 Scope and Limitations of the study	08
1.6 Assumption of the Study	09
1.7 Statement of hypothesis	10
1.8 Definition of Terms	11
2. REVIEW OF LITERATURE	12
2.1 Concept and definition of job performance	12
2.2 Review of Literature Related to Relationship between Different Characteristics of SAAOs' and their Job Performance	14
2.3 Conceptual Framework of the study	23
3. METHODOLOGY	25
3.1 Locale of the study	25
3.2 Population and Sample	25
3.3 Instrument for Collection of Data	26

CHAPTER	Page
3.4 Measurement of dependent variable	26
3.5 Measurement of independent Variables	29
3.6 Data Collection Procedure	33
3.7 Data processing	33
3.8 Statistical Analysis of Data	34
4. RESULTS AND DISCUSSION	35
4.1 Selected Characteristics of the Sub Assistant Agriculture Officer	35
4.1.1 Age	39
4.1.2 Academic achievement	37
4.1.3 Service length	38
4.1.4 Job facilities	39
4.1.5 Extension media contact	40
4.1.6 Job satisfaction	41
4.1.7 Farmers' problem awareness	42
4.1.8 Problem confrontation	43
4.2 Job performance of Sub Assistant Agriculture Officers	44
	44
4.2.1 Self evaluation	
4.2.2 Evaluation by UAO	45
4.2.3 Evaluation by AEO	46
4.2.4 Overall evaluation	47
4.3 Relationship of the selected characteristics of the SAAOs	50

with their job performance

5. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	56
5.1 Summary of Findings	56
5.1.1 Characteristics of the SAAOs	56
5.1.2 Job performance of Sub Assistant Agriculture Officers’ Self evaluation	58
5.1.3 Relationship between job performance of the Sub Assistant Agriculture Officers and their selected characteristics	60
5.2 Conclusions	60
5.3 Recommendations	62
5.3.1 Recommendation for policy implications	62
5.3.2 Recommendation for further study	63
	64

BIBLIOGRAPHY

APPENDICES	73
-------------------	-----------

LIST OF TABLES

	Title	Page
Table 3.1	Distribution of the sample population	27
Table 4.1	Salient features of the Sub Assistant Agriculture Officers' selected characteristics	36
Table 4.2	Classification of the Sub Assistant Agriculture Officers according to their age	37
Table 4.3	Classification of the Sub Assistant Agriculture Officers according to their academic achievement	38
Table 4.4	Classification of the Sub Assistant Agriculture Officers according to their service length	39
Table 4.5	Classification of the Sub Assistant Agriculture Officers according to their job facilities	40
Table 4.6	Classification of the Sub Assistant Agriculture Officers according to their extension media contact	41
Table 4.7	Classification of the Sub Assistant Agriculture Officers according to their job satisfaction	42
Table 4.8	Classification of the Sub Assistant Agriculture Officers according to their farmers' problem awareness	43
Table 4.9	Classification of the Sub Assistant Agriculture Officers according to their problem confrontation	44
Table 4.10	Classification of the Sub Assistant Agriculture Officers according to their job performance assessed by self evaluation	45
Table 4.11	Classification of the Sub Assistant Agriculture Officers according to their job performance assessed by AEO evaluation	46

Table 4.12	Classification of the Sub Assistant Agriculture Officers according to their job performance assessed by UAO evaluation	47
Table 4.13	Classification of the Sub Assistant Agriculture Officers according to their overall evaluation of the job performance	48
Table 4.14	Pearson's product moment correlation coefficient analysis of eight independent variables with the overall job performance	50

LIST OF FIGURES

	Title	Page
Figure 1.1	Organizational Chart of the Department of Agricultural Extension	3
Figure 1.2	Relationship among productivity, job satisfaction and job performance (By Lawler & Porter, 1968)	5
Figure 2.1	The conceptual framework of the study	24
Figure 3.1	Map of Dinajpur District showing Study Area	26
Figure 4.1	Figure showing distribution of Sub Assistant Agriculture Officers according to their mean job performance assessed by different evaluators	49

LIST OF APPENDICES

	Title	Page
Appendix-A	English version of the interview schedule	73
Appendix-B	Job performance evaluation form of the SAAO by Agriculture Extension Officer (AEO)	79
Appendix-C	Job performance evaluation form of the SAAO by Upazila Agriculture Officer (UAO)	80
Appendix-D	Correlation Matrix	81

ABBREVIATIONS AND ACRONYMS

Abbreviation	Full Word
ATI	Agriculture Training Institute
BBS	Bangladesh Bureau of Statistics
<i>et al.</i>	And others (at elli)
AEO	Agriculture Extension Officer
BS	Block Supervisor
CV	Coefficient of Variation
d.f.	Degrees of Freedom
DAE	Department of Agricultural Extension
etc.	Etcetera
e.g.	Example
ha	Hectare
i.e.	That is
viz.	Namely
NGO	Non-Government Organization
r	Pearson's Product Moment Correlation Co-efficient
SAAO	Sub Assistant Agriculture Officer
UAO	Upazila Agriculture Officer
%	Percent

**AB
ST
RA
CT**

Th
e
pur
pos
e of
the
stu
dy
wa
s to
ass
ess
the

job performance of the Sub Assistant Agriculture Officers (SAAOs) along with the problems they confronted in discharging their job responsibilities. Attempts were also made to describe some of the selected characteristics and examine their relationships with the job performance. Five upazilas were selected randomly from thirteen upazilas under Dinajpur district. Data were collected from 86 SAAOs, where all of them were selected from the selected five upazilas. The researcher himself collected data through personal contact with a well structured pretested interview schedule during the period

from 10 to 31 July, 2012. The job performance was assessed by the SAAOs themselves. The concerned AEO and UAO of the upazilas were also asked to evaluate the job performance of the SAAOs. The study revealed that 83.7 percent of the Sub Assistant Agriculture Officers belonged to the low to medium job performance categories in case of overall evaluation. Pearson's Product Moment Correlation co-efficient (r) was computed to explore the relationships between the selected characteristics of SAAOs and their job performance. As regards to relationships, Age, service length, job facilities and job satisfaction of the respondents had significant positive relationships with their job performance. On the other hand problem confrontation had significant negative relationships with their job performance. Others variables namely; academic achievement, extension media contact and farmers' problem awareness had non-significant positive relationships with the job performance of SAAOs. On the basis of the findings it may be concluded that overall job performance of the SAAOs is not satisfactory. So, intensive careful consideration should be maintained by the controlling officers of DAE to improve the job performance of the Sub Assistant Agriculture Officers (SAAOs).

CHAPTER 1 INTRODUCTION

Bangladesh is an agricultural country. The economy of Bangladesh mostly depends on Agriculture. Agricultural sector contribute about 20.29 percent of Gross Domestic Product (GDP), employing 43.6 percent of labor force (BBS, 2009-10). Bangladesh though an Agricultural country cannot produce enough food to feed her own population. Consequently, it's become necessary to import huge quantity of food grain at the cost of valuable foreign exchange. The rapidly growing population and expansion of industries in the country continuously demand for more production of food and commercial crops. This increasing demand can only be satisfied by further intensification of cropping, substantial increase in productivity and crop diversification. While the agricultural research institutions are presently engaged in developing suitable agro-technology. A wide gap between achievement and achievable potential in the farming sector still

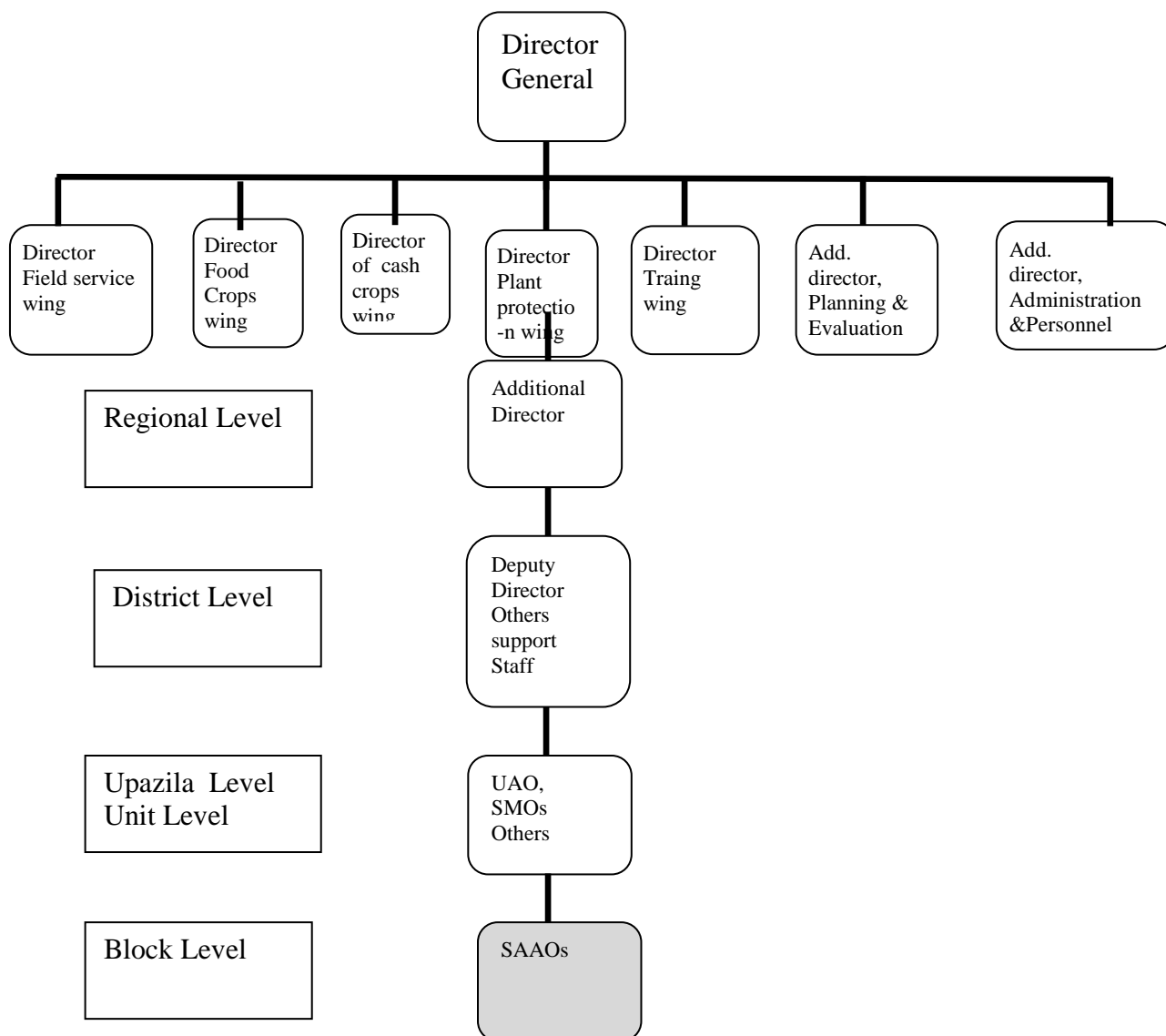
exists least in the short and medium term. Farmers need more knowledge about HYV seeds, fertilizers, irrigation and training of human resources through extension systems, particularly for food crops. The natural environment is generally favorable for crop production and there are estimated to be about nine million hectares of land suited for cultivation. The sub assistant agricultural officer play a vital role in transfer of technology because sub assistant agricultural officer is the extension worker who directly involved with farmers teaches them production recommendations.

The extension approach based on close collaboration between farm families and extension staff. Close collaboration with farmers means that Sub Assistant Agricultural Officer need to be skilled at listening, hearing, encouraging, sharing, facilitating and linking.

It is not known where or when the first extension activities took place. The birth of modern extension service has been attributed to the events that took place in Ireland in the middle of the 19th century. Between the years 1845-51 the Irish potato crop was destroyed by fungal disease and a severe famine occurred. The British government arranged for Practical Instructors to travel to rural areas and teach small farmers how to cultivate alternative crops. This scheme drew the attention of government officials in Germany, who organized their own system of travelling instructors. By the end of 19th century the idea had spread to Denmark, Netherland, Italy, and France.

In the year between 1862 -65 our country had to face a severe famine. Government formed a famine commission. This commission first advocated forming an Agriculture Department. Consequently in 1870 the agriculture department was formed as a revenue department. In 1960 a separate Agriculture Department was established After the independence of Bangladesh government

took initiatives to strengthen agriculture extension program and established cotton development board, tobacco development board, horticulture board. In 1975 agriculture directorate (Extension and Management) and Jute directorate were established. In 1982 all extension organization accumulated under DAE. Plant protection directorate, horticulture board, tobacco development board and central extension resource and development institute (CERDI) were merged to form the present Agriculture Extension Department (DAE). From 1977 to 1990 the DAE conducted the agriculture extension activities under the concept of Training & Visit (T&V) approach. But since 1990 the agriculture extension programs have been going on successfully under the concept of group approach. In 1996 government adopted the New Agriculture Extension Policy (NAEP) to conduct a well planned Agriculture Extension Service in Bangladesh.



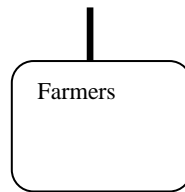


Figure 1.1 Organizational Chart of the Department of Agricultural Extension

The success of the Department of Agricultural Extension depends on relationship with farmers and extension agent. The usual point of contact between farmers and the Department is at field level through Sub Assistant Agriculture Officer. Although farmers also come into contact with the Department through mass media, the personal contact between Sub Assistant Agriculture Officer and farmers develops effective relationships for successful extension. This means that the extension approach will largely depends on SAAOs.

Sub Assistant Agriculture Officer are involved in making decisions about local extension programmes in Thana Planning Workshops, and are responsible for developing and agreeing their own work programmes. They work in a participatory style with farmer groups of all types. They find out about existing groups, and work with these groups to meet their extension needs. This often means working in partnership with field staff from other organizations. Sub Assistant Agriculture Officer work with farmers to assess needs using techniques such as the Problem Census and Participatory Rural Appraisal. They pass information on unsolved problems to thana staff, partly through the use of the diary. They conduct extension activities with all types of farmer - large and small, male or female. They also work with special interest groups. Sub Assistant Agriculture Officer plan and implement many different extension methods, some with individual farmers, some with groups. They are also involved in mass media and the production of audio-visual aids. Describes how the extension approach is based on partnership. Sub Assistant Agriculture Officer work in partnership with other organizations at field level. This involves field staff working with other agencies, including non-government organizations.

figure 1.2 developed by Lawlar and Porter (1968), Which was used in Salim thesis(2006) revealed the relationship involve satisfaction and job performance. This model stated satisfaction involved in rewards. Rewards are two types namely extrinsic and intrinsic. Extrinsic rewards, means se of salary, bonus, financial benefit etc. Where as Intrinsic rewards, means workers 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.

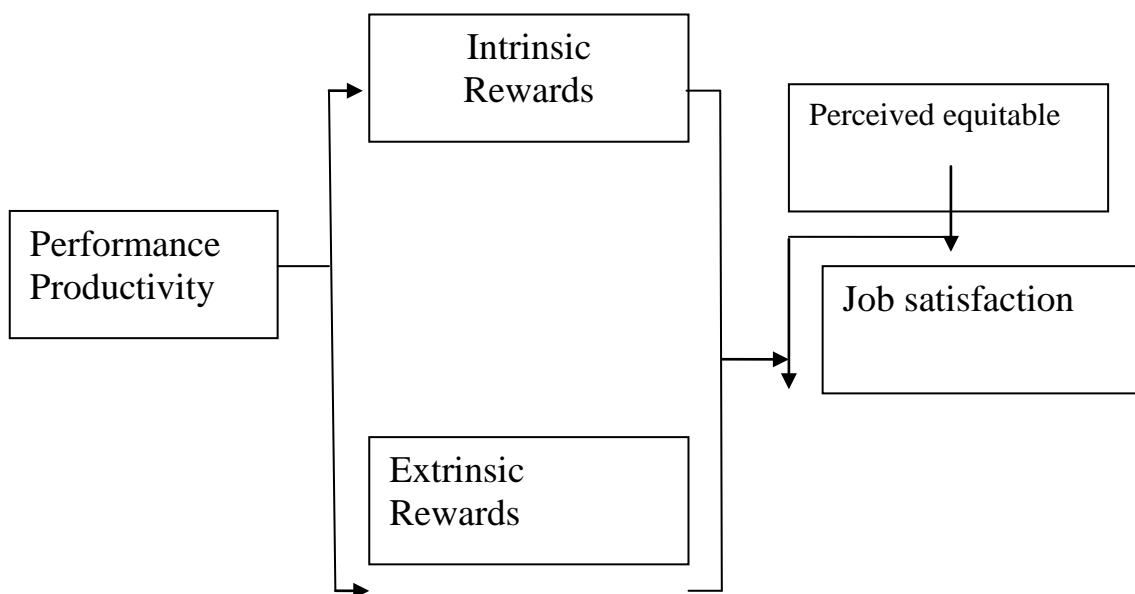


Figure 1.2 Relationship among productivity, job satisfaction and job performance
(By Lawler & Porter, 1968).

The success of the Department of Agricultural Extension absolutely depends upon the job performance of its grass root level workers. The SAAOs visit farms and homes, conduct demonstrations, hold meetings, identifying farmers' problem and needs using farmers' information need assessment. SAAOs transfer technology from research institution to farmers and collect farmers' problem from field level and send the information in upward level.

1.2 Statement of the problem

Job performance of an individual is fundamental to achieve desire objectives of an organization. Job performance may be facilitated as well as hindered by many factors. SAAO is the grass root level extension worker, their better performance are highly positive factor towards the achievement of DAE 's objectives thus it is necessary to know how the SAAOs are working in the field to achieve the objectives of DAE, improvement of living standard of rural people in general and the farming community in particular by increasing agricultural production. In this regard it is pertinent to know the answer of the following questions

1. To what extent the SAAO perform their job responsibilities?
2. To what extent the problems are encountered by the SAAO in disseminate their job responsibilities?
3. What personal, social, economical and psychological characteristics of the SAAO influence them in discharging their responsibilities?

In view of the above questions the researcher undertook a study entitled, “**Job performance of Sub Assistant Agriculture Officer (SAAO) of Dinajpur district in Bangladesh**”.

1.3 Specific Objectives of the study

In order to give proper direction to the study the following specific objectives are formulated

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

1.4 Significance of the study

In the workshops, seminar, conferences and meetings it is argued that the SAAOs of DAE are not sincere enough in discharging their duties and job responsibilities resulting poor flow of information among the farmers This is why the transfer of technology to the farmer is lagging behind. This study was undertaken to have an understandings about the job performance of the front line extension workers the SAAOs of DAE. The findings of study may be helpful to identify the reasons of present state of job performance of SAAOs in transferring farming technology to the farmers. The findings of the study thus, have opened up opportunities to the planners’ policy makers in general and extension personnel of DAE in particular

in formulating extension strategies and better utilization of front line extension workers of DAE.

1.5 Scope and Limitations of the study

The present study was undertaken with a view to assess the job performance of the SAAO and its relationships with their selected characteristics. Attempt was also made to find out the problems confronted by the SAAOs in disseminating their job responsibilities in the rural areas. However, in order to make the study manageable and meaningful from the view point of research, it was necessary to abide by some limitations as noted below

1. The study was confined in five Upazila namely Nawabgonj, Birampur, Ghoraghat, Birgonj and Chirbondor under Dinajpur district
2. Eight characteristics of the SAAOs were selected for study.
3. For assessing the job performance of SAAOs, self evaluation, supervisors evaluation (AEO and AEO) 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.
5. The study was investigated the assessment of job performance of the SAAOs

The findings of the study will be particularly applicable to five upazila of Dinajpur district. However, the findings also have implication for other areas of the country having similarly to the study area. The investigator believes that the findings of the research will be of special interest to the planners and policy makers in formulating and redesigning the extension services especially for job performance of the SAAO. The findings are expected to be helpful for the DAE personal in improving the efficiency of various categories of extension personnel in general and SAAOs in particular.

1.6 Assumption of the study

The researcher made the following assumption undertaking this study.

1. The SAAOs included in the sample of the study were competent enough to satisfy the quarries designed by the researcher.
2. The information furnished by the respondents were correct and representative of the population.
3. The views and opinions furnished by the SAAOs included in the sample were the representative views and opinions of all the SAAOs of Dinajpur district in Bangladesh.
4. Environmental conditions and organizational procedures under which the SAAOs work are generally similar throughout the study area.
5. UAOs, AEOs 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 measure of job performance of the SAAOs are normally and independently distributed with their means and standard deviation.

1.7 Statement of Hypothesis

The job performance of SAAOs is related to each of their characteristics namely,

- Age
- Academic achievement
- Service length
- Job facilities
- Extension media contact

- Job satisfaction
- Farmers' problem awareness
- Problem confrontation

For testing the hypothesis statistically, they were transformed into null form as follows:

“There is no relationship between job performance of the SAAOs and each of their selected characteristics namely Age, Academic achievement, Service length, Job facilities, Extension media contact, Job satisfaction, Farmers' problem awareness and Problem confrontation.”

1.7 Definitions 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 of birth to the date of interview, expressed in terms of completed years. It was by asking direct question

Academic achievement: It was defined as the academic performance of SAAOs 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 Department of Agricultural Extension (DAE) to workers for better job performance with great

pleasure and satisfaction. In this y 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 Radio, TV, Newspaper etc.

Farmers' problem awareness: It has been operationally defined as cognitive behaviour of respondents through which one seeks and gets acquainted with the latest technical knows 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 purpose of this chapter is to review of the results of some of the previous studies and opinions of experts having relevance of this investigation. This study

is mainly related with the determination of extent of job performance of SAAOs. The researcher tried to collect needed information by thorough searching of related theses, literature, periodicals and internet. But unfortunately, both Bangladesh and abroad, such type of work was rarely available. The review of researches directly related to present study has been placed into three sections 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 literature on the relationship of different variables with the job performance. The third section deals with the conceptual framework of the study.

2.1 Concept and definition of job performance

Mahboob *et al.* (1978) explained job performance is the degree to which one of success Union Assistants in performing the various duties and responsibilities assigned to them. Sometimes, this word 'Performance' only has been used in place of 'Job Performance' for brevity.

Herman (1973) defined performance as the result of an individual's response to stimulus objects.

According to Davis (1948) Job performance implies how an individual actually performs in a given position, as distinct from how is expected to perform while a job has been defined by Lanham (1955) as a collection of tasks assigned to a worker. Any group of tasks, whether related or not which assigned to an individual, constitute his job.

Rizvi (1967) defined job performance as the manner and extent to which different job perform in practical situations.

Perumal (1975) defined Job performance of AEOs as carrying out the jobs in six 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 Agricultural Department Manual entitled; 'Duties and Responsibilities of Extension Officers (Agriculture)' issued by the Government of Tamil Nadu.

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 is 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 SAAOs 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 measuring their job performance.

2.2 Review of Literature Related to Relationship between Different Characteristics of SAAOs' and their Job Performance

2.2.1 Age and job performance

Axinn (1958) after conducting a study observed that age of an extension agent was highly related with salary level and salary level was related to performance.

Austman (1961) in a study found that there was a positive relationship, between age and job performance of the beginning male country extension agents both as perceived by the agents themselves as well as district leaders.

Andersone *et al.* (1964) pointed that in many cases the performances of older workers differ from that of the younger ones.

Azad (2000) found no significant relationship between age and job performance of female SAAOs.

Dilla (1979) found that age of the FMTs has highly significant relationship with their job performance. Old FMTs had higher levels of job performance than younger ones. As regards the relationship between Job performance and age reported that older FMTs to be more dissatisfied with their job than the younger ones.

Fruchey (1953) reported that age, experience were not differential characteristics of the more effective and less effective extension workers.

Intodia and Shaktawat (1980) found no significant association between age of the respondents and role perceived and role performed by them.

The study of Islam (1981) in the Laguna Province of the Philippines revealed that e of the Barangay Council Officials had significant and positive effect on their performance.

Islam (1997) found that the age of the Block Supervisors (BSs) were correlated with their job performance

Kherde and Sahaya (1972) conducted a study to determine the role performance of village level workers in two Intensive Agricultural District Programme (IADP)

districts of India such as Union Territory of Delhi and Karnal IADP district of Haryana state. They found that age of the VLWs was positively related to their role performance.

Kubde (1979) found that the age of KROs yielded substantial direct path coefficient. This indicates that the older employees performed better on the job as compared to the younger ones.

Karim (1990) observed a significant and positive relationship between age of the subject Matter Officers (SMOs) and their job performance.

The study of Mahboob *et al.* (1978) in Bangladesh revealed that age of Union Assistants i.e. extension workers has a significant relationship with job performance. Performance was the highest among the middle aged Union Assistants. Performance of the old Union Assistants was lowest than that of the middle aged. But considerably higher than that of the young union assistants.

Patel and Legans (1968) reported that VLWs in the age groups 26-35 were more effective than those of other age groups.

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.

Rahman (1990) found that age of the Block Supervisors was negatively related with their job performance meaning that younger BSs performed better than the older ones.

Sinha and Sarma (1962) also reported positive relationship between age and performance.

Salvi and Dudhani (1967) conducted a study on seven extension Blocks of Poona in Maharashtra on the role of personal characteristics in the job effectiveness of village level workers. They found that 75 percent of VLWs were persons of less than 35 years. Age of the VLWs however, did not influence job effectiveness.

Sierra (1978) found that there was no relationship between age and performance, but the young respondents trended to be low performers.

Samsul 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.

Salim (2006) conducted a study on job performance of SAAOs and found a significant relationship between age and extent of job performance.

Talukder (1984) reported that there was no significant relationship between the age and the productivity of the Agricultural Development Officers (ADOs).

Yupakom (1972) found a significant relationship between the Farm Management Technicians' age and their role performance.

2.2.2 Academic achievement and job performance

Azad (2000) found significant relationship between academic achievement and job performance of Female Block Supervisors.

Islam (1997) found that academic achievement of the Block Supervisors (BSs) showed significant relationship with their Job Performance.

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

Salim (2006) conducted a study on job performance of SAAOs and found no significant relationship between academic achievement and extent of job performance.

2.2.3 Service length and job performance

Austman (1961) found that professional experience had significant relation with performance.

Bhatia (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.

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.

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.

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

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.

Patel and Leagans (1968) reported that the greater the tenure as a VLW, the more effective he was in his work.

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 had more experienced.

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

Singh (1970) concluded that the greater the experience of the Agricultural Extension Officers of Bihar in Agricultural Extension Work, the better was their job performance

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

Salim (2006) conducted a study on job performance of SAAOs and found no significant relationship between academic achievement and extent of job performance.

2.2.4 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.

Samsul 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.

Salim (2006) conducted a study on job performance of SAAOs and found no significant relationship between academic achievement and extent of job performance.

2.2.5 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.

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

Laharia and Talukdar (1987) in the study in Haryana State found that one factor had two variables, namely communication behavior 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.

Salim (2006) conducted a study on job performance of SAAOs and found no significant relationship between academic achievement and extent of job performance.

2.2.6 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.

Samsul 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 Barngay 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.

2.2.7 Farmers 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.

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

2.2.8 Problem confrontation and job performance

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

Salim (2006) found no significant relationship between problem confrontation of the SAAOs and their job performance.

2.3 Conceptual Framework of the Study

It is manifest from the past studies that every occurrence or phenomenon is the outcome of a number of variables, which maybe or may not be interdependent or interrelated with each other. In other words, no single variable can contribute wholly to a phenomenon. Variables together are the cause and the phenomenon is efficient and thus, there is effective relationship everywhere in the universe.

The conceptual framework of Rosenberg and Hovland (1960) was kept in mind while framing the structure arrangement for the dependent and independent variables. It also included the other factors that may play probable role in this case. This study was concerned with the job performance of SAAOs as the dependent variable and the selected characteristics of the SAAOs as independent variables. Job performance of an individual may be affected through interacting forces of many characteristics in his surroundings. It is not possible to deal with all characteristics in a single study. It was, therefore, necessary to limit the characteristics, which included age, academic achievement, service length, job facilities, extension media contact, job satisfaction, famers' problem awareness, and problem confrontation. Based on this discussion and review of literature, the conceptual model of the study has been formulated as shown in the figure 2.1.

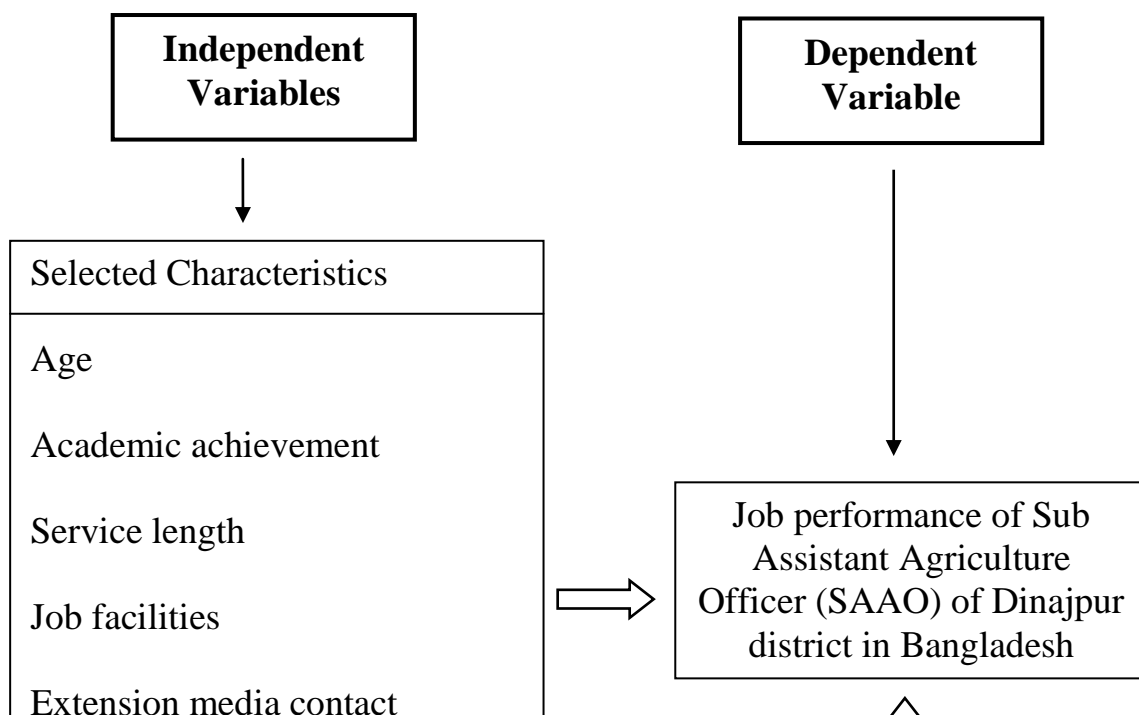


Figure 2.1 Conceptual framework of the study

CHAPTER 3 METHODOLOGY

Methods and procedures used for collection and analysis of data are very important in any scientific investigation and require a very careful consideration on part of the researcher. The methods and procedures followed in conducting this research are described below:

3.1 Locale of study

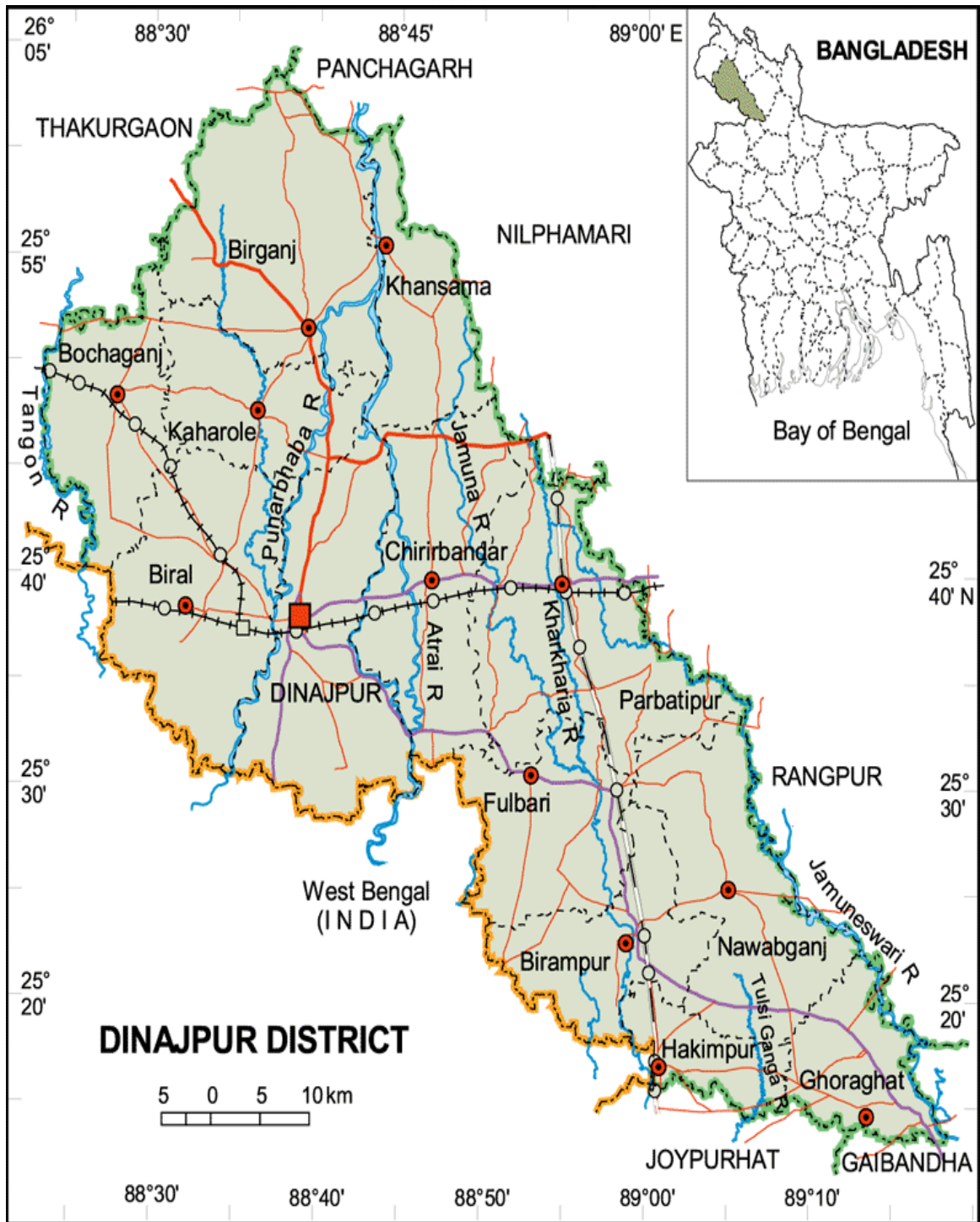
Dinajpur District of Rangpur Division was selected as the area for this research work. The map of the area of Dinajpur District was shown in the Figure 3.1. There are 13 upazilas in Dinajpur District within which five upazilas were selected randomly which were; Nawabgonj, Birampur, Chirirbandor, Ghoraghat and Birgonj. No previous study was conducted in this area on job performance of

sub assistant agriculture officer. To bring the area in the light of nation's concern it was selected as the locale of the study.

3.2 Population and Sampling

The Sub Assistant Agriculture Officers (SAAOs) of Dinajpur District were the population of the study. The total 221 SAAOs were working in different blocks of Dinajpur District during the study. In the selected five upazilas 86 SAAOs were posted in different blocks. All the 86 SAAOs were selected as the sample of the study.

SAAOs work under the direct supervision of AEO and UAO. The opinion of AEO and UAO is also important to measure the job performance of SAAOs. So, to measure the job performance of the SAAOs, their supervisor such as; the Upazila Agricultural Officers (UAO) and Agricultural Extension Officers (AEO) of the concerned upazilas were included in the sample of the study.



Source: <http://zesun35geo.webs.com/DISTRICTS%20MAPS/JAMALPUR%20DISTRICT.GIF>

Figure 3.1 Map of Dinajpur District showing the study area

The distribution of the population sample of the study areas are given in Table

3.1.

Table 3.1 Distribution of the sample population

Name of the of upazila	No. of SAAOs
<i>Nawabgonj</i>	18
<i>Birampur</i>	14
<i>Chirirbandor</i>	24
<i>Ghoraghat</i>	13
<i>Birgonj</i>	17
Total	86

3.3 Instrument for Collection of Data

In a research study, preparation of an interview schedule for collection of data is done with very careful consideration. The researcher prepared an interview schedule with utmost care for collecting data from the respondents. Objectives and variables of the study were kept in view while preparing the interview schedule.

The interview schedule was constructed both open and closed form of questions. Scales were developed for assigning suitable scores in respect of job performance of SAAOs. Before final draft the interview schedule was pretested by administering the same on several SAAOs of different upazilas under Dinajpur District. The pretest was necessary to locate faulty questions and statements. An alterations and adjustments were made in the schedule on the basis of experience of the pretest. The interview schedule was then multiplied in its final form for collection of data.

3.4 Measurement of Dependent Variable

SAAOs occupy a key position of the Department of Agricultural Extension (DAE). As the frontline extension workers, they work directly with the farmers for dissemination of Agricultural technology for thorough understanding of their job performance it was essential to formulate program, policies and methods for effective measurement procedure.

Job performance of the SAAOs was the dependent variable of this study. It can best be ascertained by observing their work in the field. This procedure of ascertaining job performance of the SAAO was suppose to be very time consuming and costly. Job performance has thus been measured in this study by self rating (assessment by SAAO himself/herself) and supervisor's rating (assessment by UAO and AEO). This means the job performance of the SAAOs were assessed by himself, AEO and UAO. Initially, the job responsibilities of the SAAOs assigned by DAE were sorted out from DAE manual. In total 25 aspects of job responsibilities were identified for assessment. These 25 aspects of job responsibilities of SAAOs were assessed firstly by SAAOs himself followed by his/her supervisors such as concerned UAO and AEO. These means the job performance of 86 SAAOs were evaluated by 86 SAAOs, themselves, UAOs and AEOs.

Appropriate care was taken to ensure unbiased evaluation of job performance from UAO, AEO and self assessment.

For computing the extent of job performance score of the SAAOs a modified 5 point Likart type scale was used. Appropriate weight were assigned to each of the scale such as

Respondent categories	Weight
Very high performance	4
High performance	3
Medium performance	2

Low performance	1
Very low performance	0

Response on all the 25 items by/of a respondent were added together to obtain his/her job performance scores of the respondent. Thus, the job performance score of a respondent for a SAAO could range from '0' to 100 where '0' indicate Very low performance and 100 indicate very high performance.

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

$$JPS = \frac{A+B+C}{3}$$

JPS = Job performance score of the concern SAAO

A = Job performance score obtain by self-evaluation

B = Job performance score evaluated by the AEO

C = Job performance score evaluated by the UAO

3.5 Measurement of Independent Variables

3.5.1 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.

3.5.2 Academic achievement(Used Salim 2006)

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

Weight	Division obtained
---------------	--------------------------

3	1st division
2	2nd division
1	pass division

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

3.5.3 Service length(Used Salim 2006)

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

3.5.4 Job facilities(Used Salim 2006)

Job facilities were determined by asking 15 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 their responses against all the 15 items. Thus, job facility score of a respondent could range from '0' to 30, where '0' indicates lowest job facilities and 30 indicates highest job facilities.

3.5.5 Extension media contact

Extension media contact of a respondent was measured by his extent of contact agricultural information with various channels of communication. Each SAAO

indicate his extent of contact with each of 7 selected communication media by checking any one of the four responses namely, “regularly”, “occasionally”, ‘rarely’ and “never”. Weights 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 7 items were added together to compute his extension media contact scores. The score of a respondent could range from ‘0’ to 21 where ‘0’ indicates lowest extension media contact and 21 indicates highest extension media contact.

3.5.6 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”, “agree”, and “not agree”. Weights were assigned to the responses as the following manner:

Responses categories	Weight
Strongly agree	2
Agree Not agree	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 20 where ‘0’ indicate lowest job satisfaction and 20 indicate highest job satisfaction.

3.5.7 Farmers’ problem awareness

To measure the farmers’ problem awareness 20 statements were used which is shown in Appendix A (Interview Schedule). A four 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
Aware	2
Little aware	1
Not at all aware	0

These scores could range from '0' to 60 where '0' indicates no awareness and 60 indicate highest level of awareness of farmers' problems.

3.5.8 Problem confrontation

To measure the problem confrontation 20 probable problems were inserted in 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
Very high confrontation	4
High confrontation	3
Medium confrontation	2
Little confrontation	1
Not at all confrontation	0

The score obtained by a SAAO against all the 20 items were added together to his/her problem confrontation score. The problem score could range from '0' to 80 where '0' indicates no problem confrontation and 80 indicate highest problem confrontation.

3.6 Data Collection Procedure

The researcher himself collected data with the help of an interview schedule from the sample respondents through face to face interview during the pre-scheduled leisure period of respondent at his/her house or field. The researcher established desired rapport with the respondents so that they did not feel any hesitation at the time of interview. Whenever any respondent faced difficulty in understanding questions, more attention was taken to explain the same with a view to enabling the SAAOs to answer properly. No serious problem was faced by the investigator during data collection but obtained cooperation from the respondents. Data collection was started in 10 July, 2012 and completed in 31 July, 2012.

3.7 Data processing

For data processing the following steps were followed:

3.7.1 Compilation and coding of data

After completion of field survey all the interview schedule were compiled, tabulated and analyzed according to the objectives of the study. In this process all the responses in the interview schedule were given numerical coded values. The responses to the question in the interview schedule were transferred to a master sheet to facilitate tabulation. Tabulation was done on the basis of categories developed by the investigator himself.

3.7.2 Categorization of respondents

For describing the various independent and dependent variables the respondents were classified into various categories. In developing categories the researcher was guided by the nature of data and general consideration prevailing on the social system. The procedures have been discussed while describing the variable in the sub-subsequent sections of next chapter.

3.8 Statistical Analysis of Data

Data collected from the respondents were compiled, coded, tabulated and analyzed in accordance with the objectives of the study. Various statistical measures such as frequency counts, percentage distribution, average, and standard deviation were used in describing data. SPSS (version 11.5) computer program were used for analyzing the data. The categories and tables were used in describing data. The categories and tables were also used in presenting data for better understanding.

For determining the association of the selected characteristics of the SAAOs with their job performance, Pearson's Product Moment Correlation was used. Five percent (0.05) level of probability was used as the basis for rejecting any null hypothesis. In order to find out the relationship between the selected dependent and independent variables correlation co-efficient (r) was done.

CHAPTER 4

RESULTS AND DISCUSSION

This chapter deals with the findings that were recorded in accordance with the objective of the study with the help of an interview schedule with interpretation. The chapter contains three (3) sections. The first section of this chapter deals with the characteristics of the Sub Assistant Agriculture Officers. The second section deals with the job performance of Sub Assistant Agriculture Officers. And the last section deals with the relationship between selected characteristics of the sub assistant agriculture officers with their job performance.

4.1 Selected Characteristics of the Sub Assistant Agriculture Officer

In the present study, eight characteristics of the SAAOs were selected for investigation. The characteristics included: age, academic achievement, service length, job facilities, extension media contact, job satisfaction, farmers' problem

awareness and problem confrontation. The salient features of the different characteristics have been presented in Table 4.1.

Table 4.1 Salient features of the Sub Assistant Agriculture Officers' selected characteristics

Selected characteristics	Observed range	Categories	Number	Percent	Mean	SD
Age (Year)	25-58	Young (up to 30)	16	20.9	35	6.81
		Middle-aged (31-50)	68	76.8		
		Old (above 50)	2	2.3		
Academic achievement (Performance in examination)	3 -10	Low (below 5)	18	20.9	6.13	1.79
		Medium (5-8)	58	67.5		
		High (above 8)	10	11.6		
Service length (Year)	3-36	Short service length (below 10)	32	37.2	13.02	6.81
		Medium service length (10-22)	46	53.5		
		High service length (above 22)	8	9.3		
Job facilities (Score)	0-13	Very low (below 5)	22	25.6	6.81	3.08
		Low (5-10)	58	67.4		
		Medium (above 10)	6	7		
Extension media contact (Score)	4-14	Low (below 8)	20	23.3	8.83	2.10
		Medium (8-12)	60	69.7		
		High (above 12)	6	7		
Job satisfaction (Score)	0-15	Low (below 7)	30	34.9	7.76	3.59
		Medium (7-14)	52	60.6		
		High (above 14)	4	4.7		

Farmers' problem awareness (Score)	13-39	Low (below 20)	12	25.6	25.44	6.15
		Medium (20-35)	66	65.1		
		High (above 35)	8	9.3		
Problem confrontation (Score)	24-68	Low (below 35)	24	27.9	44.67	12.68
		Medium (35-55)	40	46.5		
		High (above 55)	22	25.6		
Job performance (overall evaluation)	42-83	Low (below 55)	18	20.9	63.72	11.31
		Medium (55-75)	54	62.8		
		High (above 75)	14	16.3		

4.1.1 Age

Age of the Sub Assistant Agriculture Officers ranged from, 25-58 years and the average was 35 with a standard deviation of 6.81. This indicates that the study group was moderately heterogeneous in terms of age level. On the basis of their age, the Sub Assistant Agriculture Officers were classified into three categories namely, 'young', 'middle' and 'old' aged. The distributions on accordance of age of the Sub Assistant Agriculture Officers are presented in Table 4.2.

Table 4.2 Classification of the Sub Assistant Agriculture Officers according to their age

Categories	SAAOs		Mean	Standard deviation
	Number	Percent		
Young (up to 30)	16	20.9	35	6.81
Middle-aged (31-50)	68	76.8		
Old (above 50)	2	2.3		
Total	86	100		

Analysis of data contained in Table 4.2 revealed that the highest proportion (76.8 percent) of the Sub Assistant Agriculture Officers were middle aged, while 20.9 percent belonged to the young aged category. Only 2.3 percent of the Sub Assistant Agriculture Officers were in the old aged category. It shows that 97.7

percent of the Sub Assistant Agriculture Officers belonged to the young and middle aged categories.

4.1.2 Academic achievement

The score of academic achievement of the Sub Assistant Agriculture Officers ranged from 3-10 against the possible range 0-18 and the average was 6.13 with a standard deviation of 1.79. This indicates that the study group was moderately heterogeneous in terms of academic achievement. On the basis of their academic achievement, the Sub Assistant Agriculture Officers were classified into three categories namely, ‘low’, ‘medium’ and ‘high’ academic achievement. The distributions on accordance of academic achievement of the Sub Assistant Agriculture Officers are presented in

Table 4.3.

Table 4.3 Classification of the Sub Assistant Agriculture Officers according to their academic achievement

Categories	SAAOs		Mean	Standard deviation
	Number	Percent		
Low (below 5)	18	20.9	6.13	1.79
Medium (5-8)	58	67.5		
High (above 8)	10	11.6		
Total	86	100		

Analysis of data contained in Table 4.3 revealed that the highest proportions (67.5 percent) of the Sub Assistant Agriculture Officers were in medium academic achievement category, while 20.9 percent belonged to the low category. And 11.6 percent of the Sub Assistant Agriculture Officers were in the high academic achievement category. The table also revealed that 88.4 percent of the Sub Assistant Agriculture Officers belonged to the low to medium academic achievement categories.

4.1.3 Service length

Service length of the Sub Assistant Agriculture Officers ranged from 3-36 years and the mean was 13.02 with a standard deviation of 6.81. This indicates that the study group was moderately heterogeneous in terms of service length. On the basis of their service length, the Sub Assistant Agriculture Officers were classified into three categories namely, 'short service length', 'medium service length' and 'high service length'. The distributions on accordance of service length of the Sub Assistant Agriculture Officers are **presented in Table 4.4.**

Table 4.4 Classification of the Sub Assistant Agriculture Officers according to their service length

Categories	SAAOs		Mean	Standard deviation
	Number	Percent		
Short service length (below 10)	32	37.2	13.02	6.81
Medium service length (10-22)	46	53.5		
High service length (above 22)	8	9.3		
Total	86	100		

Analysis of data contained in Table 4.4 revealed that the highest proportions (53.5 percent) of the Sub Assistant Agriculture Officers were in medium academic service length category, while 37.2 percent belonged to the short service length category. And 9.3 percent of the Sub Assistant Agriculture Officers were in the high service length category. The table also revealed that 90.07 percent of the Sub Assistant Agriculture Officers belonged to the short to medium service length categories.

4.1.4 Job facilities

The score of job facilities of the Sub Assistant Agriculture Officers ranged from 0-13 against the possible range 0-30 and the mean was 6.81 with a standard deviation of 3.08. This indicates that the study group was moderately heterogeneous in terms of job facilities. On the

basis of their job facilities, the Sub Assistant Agriculture Officers were classified into three categories namely, ‘very low’, ‘low’ and ‘medium’.

The distributions on accordance of job facilities of the Sub Assistant Agriculture Officers are presented in Table 4.5.

Table 4.5 Classification of the Sub Assistant Agriculture Officers according to their job facilities

Categories	SAAOs		Mean	Standard deviation
	Number	Percent		
Very low (below 5)	22	25.6	6.81	3.08
Low (5-10)	58	67.4		
Medium (above 10)	6	7		
Total	86	100		

Analysis of data contained in Table 4.5 revealed that the highest proportions (67.4 percent) of the Sub Assistant Agriculture Officers were in low job facilities category, while 25.6 percent belonged to the very low job facilities category. Only 7 percent of the Sub Assistant Agriculture Officers were in the medium job facilities category. The table also revealed that 93 percent of the Sub Assistant Agriculture Officers belonged to the very low to low job facilities categories.

4.1.5 Extension media contact

The score of extension media contact of the Sub Assistant Agriculture Officers ranged from 4-14 against the possible range 0-21 and the mean was 8.83 with a standard deviation of 2.10. This indicates that the study group was moderately heterogeneous in terms of extension media contact. On the basis of their extension media contact, the Sub Assistant Agriculture Officers were classified into three categories namely, ‘low’, ‘medium’ and ‘high’ extension media contact. The

distributions on accordance of extension media contact of the Sub Assistant Agriculture Officers are presented in Table 4.6.

Table 4.6 Classification of the Sub Assistant Agriculture Officers according to their extension media contact

Categories	SAAOs		Mean	Standard deviation
	Number	Percent		
Low (below 8)	20	23.3	8.83	2.10
Medium (8-12)	60	69.7		
High (above 12)	6	7		
Total	86	100		

Analysis of data contained in Table 4.6 revealed that the highest proportions (69.7 percent) of the Sub Assistant Agriculture Officers were in medium extension media contact category, while 23.3 percent belonged to the low extension media contact category. Only 7 percent of the Sub Assistant Agriculture Officers were in the high extension media contact category. The table also revealed that 93 percent of the Sub Assistant Agriculture Officers belonged to the low to medium extension media contact categories.

4.1.6 Job satisfaction

The score of job satisfaction of the Sub Assistant Agriculture Officers ranged from 0-15 against the possible range 0-20 and the mean was 7.76 with a standard deviation of 3.59. This indicates that the study group was moderately heterogeneous in terms of job satisfaction. On the basis of their job satisfaction, the Sub Assistant Agriculture Officers were classified into three categories namely, ‘low’, ‘medium’ and ‘high’. The distributions on accordance of job satisfaction of the Sub Assistant Agriculture Officers are presented in Table 4.7.

Table 4.7 Classification of the Sub Assistant Agriculture Officers according to their job satisfaction

Categories	SAAOs		Mean	Standard deviation
	Number	Percent		
Low (below 7)	30	34.9	7.76	3.59
Medium (7-14)	52	60.6		
High (above 14)	4	4.7		
Total	86	100		

Analysis of data contained in Table 4.7 revealed that the highest proportions (60.6 percent) of the Sub Assistant Agriculture Officers were in medium job satisfaction category, while 34.9 percent belonged to the low job satisfaction category. Only 4.7 percent of the Sub Assistant Agriculture Officers were in the high job satisfaction category. The table also revealed that 95.3 percent of the Sub Assistant Agriculture Officers belonged to the low to medium job satisfaction categories.

4.1.7 Farmers' problem awareness

The score of farmers' problem awareness of the Sub Assistant Agriculture Officers ranged from 13-39 against the possible range 0-60 and the mean was 25.44 with a standard deviation of 6.15. This indicates that the study group was moderately heterogeneous in terms of farmers' problem awareness. On the basis of their farmers' problem awareness, the Sub Assistant Agriculture Officers were classified into three categories namely, 'low', 'medium' and 'high'. The distributions on accordance of farmers' problem awareness of the Sub Assistant Agriculture Officers are presented in Table 4.8.

Table 4.8 Classification of the Sub Assistant Agriculture Officers according to their farmers' problem awareness

Categories	SAAOs		Mean	Standard deviation
	Number	Percent		

Low (below 20)	12	25.6	25.44	6.15
Medium (20-35)	66	65.1		
High (above 35)	8	9.3		
Total	86	100		

Analysis of data contained in Table 4.8 revealed that the highest proportions (65.1 percent) of the Sub Assistant Agriculture Officers were in medium farmers' problem awareness category, while 25.6 percent belonged to the low farmers' problem awareness category. Only 9.3 percent of the Sub Assistant Agriculture Officers were in the high farmers' problem awareness category. The table also revealed that 90.7 percent of the Sub Assistant Agriculture Officers belonged to the low to medium farmers' problem awareness categories.

4.1.8 Problem confrontation

The score of problem confrontation of the Sub Assistant Agriculture Officers ranged from 24-68 against the possible range 0-80 and the mean was 44.67 with a standard deviation of 12.68. This indicates that the study group was moderately heterogeneous in terms of problem confrontation. On the basis of their problem confrontation, the Sub Assistant Agriculture Officers were classified into three categories namely, 'low', 'medium' and 'high'. The distributions on accordance of problem confrontation of the Sub Assistant Agriculture Officers are presented in Table 4.9.

Table 4.9 Classification of the Sub Assistant Agriculture Officers according to their problem confrontation

Categories	SAAOs		Mean	Standard deviation
	Number	Percent		

Low (below 35)	24	27.9	44.67	12.68
Medium (35-55)	40	46.5		
High (above 55)	22	25.6		
Total	86	100		

Analysis of data contained in Table 4.9 revealed that the highest proportions (46.5 percent) of the Sub Assistant Agriculture Officers were in medium problem confrontation category, while 27.9 percent belonged to the low problem confrontation category. And 25.6 percent of the Sub Assistant Agriculture Officers were in the high problem confrontation category. The table also revealed that 72.1 percent of the Sub Assistant Agriculture Officers belonged to the medium to high problem confrontation categories.

4.2 Job performance of Sub Assistant Agriculture Officers

4.2.1 Self evaluation

The score of job performance of the Sub Assistant Agriculture Officers assessed by self evaluation ranged from 49-96 against the possible range 0-100 and the mean was 73.98 with a standard deviation of 13.14.

This indicates that the study group was moderately heterogeneous in terms of job performance. On the basis of their job performance assessed by self evaluation, the Sub Assistant Agriculture Officers were classified into three categories namely, 'low', 'medium' and 'high'. The distributions on accordance of job performance of the Sub Assistant Agriculture Officers are presented in Table 4.10.

Table 4.10 Classification of the Sub Assistant Agriculture Officers according to their job performance assessed by self evaluation

Categories	SAAOs		Mean	Standard deviation
	Number	Percent		
Low (below 60)	12	14	73.98	13.14
Medium (60-80)	48	55.8		
High (above 80)	26	30.2		
Total	86	100		

Analysis of data contained in Table 4.10 revealed that the highest proportions (55.8 percent) of the Sub Assistant Agriculture Officers were in medium job performance category, while 30.2 percent belonged to the high job performance category. And 14 percent of the Sub Assistant Agriculture Officers were in the low job performance category assessed by self evaluation. The table also revealed that 86 percent of the Sub Assistant Agriculture Officers belonged to the medium to high job performance categories assessed by self evaluation.

4.2.2 Evaluated by AEO

The score of job performance of the Sub Assistant Agriculture Officers assessed by AEO evaluation ranged from 40-79 against the possible range 0-100 and the mean was 61.04 with a standard deviation of 10.81. This indicates that the study group was moderately heterogeneous in terms of job performance. On the basis of their job performance assessed by AEO evaluation, the Sub Assistant Agriculture Officers were classified into three categories namely, ‘low’, ‘medium’ and ‘high’. The distributions on accordance of job performance of the Sub Assistant Agriculture Officers are presented in Table 4.11.

Table 4.11 Classification of the Sub Assistant Agriculture Officers according to their job performance assessed by AEO evaluation

Categories	SAAOs		Mean	Standard deviation
	Number	Percent		
Low (below 55)	22	25.6	61.04	10.81
Medium (55-70)	42	48.8		
High (above 70)	22	25.6		
Total	86	100		

Analysis of data contained in Table 4.11 revealed that the highest proportions (48.8 percent) of the Sub Assistant Agriculture Officers were in medium job performance category, while 25.6 percent belonged to the high job performance category. And the rest 25.6 percent of the Sub Assistant Agriculture Officers were in the low job performance category assessed by the AEOs evaluation. The table also revealed that 74.4 percent of the Sub Assistant Agriculture Officers belonged to the medium to high job performance categories assessed by AEOs' evaluation.

4.2.3 Evaluated by UAO

The score of job performance of the Sub Assistant Agriculture Officers assessed by UAO evaluation ranged from 37-73 against the possible range 0-100 and the mean was 56.11 with a standard deviation of 9.93. This indicates that the study group was moderately heterogeneous in terms of job performance. On the basis of their job performance assessed by UAO evaluation, the Sub Assistant Agriculture Officers were classified into three categories namely, 'low', 'medium' and 'high'. The distributions on accordance of job performance of the Sub Assistant Agriculture Officers are presented in Table 1.12.

Table 1.12 Classification of the Sub Assistant Agriculture Officers according to their job performance assessed by UAO evaluation

Categories	SAAOs		Mean	Standard deviation
	Number	Percent		
Low (below 50)	22	25.6	56.11	9.93
Medium (50-65)	46	53.5		
High (above 65)	18	20.9		
Total	86	100		

Analysis of data contained in Table 1.12 revealed that the highest proportions (53.5 percent) of the Sub Assistant Agriculture Officers were in medium job performance category, while 25.6 percent belonged to the low job performance category. And the rest 20.9 percent of the Sub Assistant Agriculture Officers were in the high job performance category assessed by the UAOs evaluation. The table also revealed that 79.1 percent of the Sub Assistant Agriculture Officers belonged to the low to medium job performance categories assessed by the UAOs' evaluation.

4.2.4 Overall evaluation

The score of overall evaluation of job performance of the Sub Assistant Agriculture Officers ranged from 42-83 against the possible range 0-100 and the mean was 63.72 with a standard deviation of 11.31. This indicates that the study group was moderately heterogeneous in terms of job performance. On the basis of their overall evaluation of job performance, the Sub Assistant Agriculture Officers were classified into three categories namely, 'low', 'medium' and 'high'. The distributions on accordance of job performance of the Sub Assistant Agriculture Officers are presented in Table 4.13.

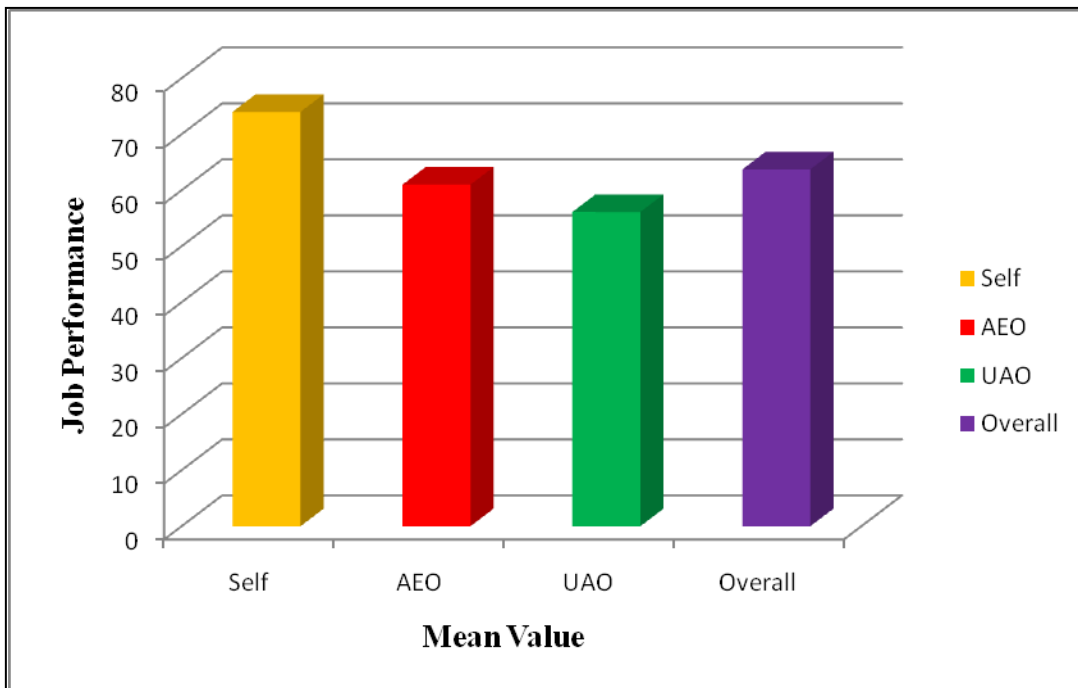
Table 4.13 Classification of the Sub Assistant Agriculture Officers according to their overall evaluation of the job performance

Categories	SAAOs		Mean	Standard deviation
	Number	Percent		
Low (below 55)	18	20.9	63.72	11.31
Medium (55-75)	54	62.8		
High (above 75)	14	16.3		
Total	86	100		

Analysis of data contained in Table 4.13 revealed that the highest proportions (62.8 percent) of the Sub Assistant Agriculture Officers were in medium job performance category, while 20.9 percent belonged to the low job performance category. And the rest 16.3 percent of the Sub Assistant Agriculture Officers were in the high job performance category in case of overall evaluation. The table also revealed that 83.7 percent of the Sub Assistant Agriculture Officers belonged to the low to medium job performance categories in case of overall evaluation.

The study indicated that the overall job performance of SAAOs of the study area is not much satisfactory. It is not expectable. SAAOs are the most important root level extension worker of DAE. Development of agricultural sector depends on the SAAOs' better job performance. It could be inferred that, if the situation appears same in all over the country, the agricultural development would be solely depended upon the farmers' own extension behavior.

Figure 4.1 Figure showing distribution of Sub Assistant Agriculture Officers



according to their mean job performance assessed by different evaluators.

4.3 Relationship of the selected characteristics of the SAAOs with their job performance

Co-efficient of correlation was computed in order to explore the relationship between the selected characteristics of the SAAOs and their job performance.

The computed values of Co-efficient of correlation ‘(r)’ showing the relationship of eight characteristics of the SAAOs with their job performance have been

presented in Table 4.14. Co-relation co-efficient among all the variables may be seen in the correlation matrix in appendix-D.

Table 4.14 Pearson’s product moment correlation coefficient analysis of eight independent variables with the overall job performance

SAAOs’ characteristics	Values of ‘r’ with 84 df	Tabulated value N=86	
		At 0.05% level	At 0.01% level
Age	0.305*	0.218	0.309
Academic achievement	0.089 ^{NS}		
Service length	0.307*		
Job facilities	0.577**		
Extension media contact	0.026 ^{NS}		
Job satisfaction	0.580**		
Farmers’ problem awareness	0.215 ^{NS}		
Problem confrontation	-0.302*		

NS = Not significant

* = Significant at 0.05 level of probability

** = Significant at 0.01 level of probability

4.3.1 Relationship between age of the SAAOs and their job performance

Computed value of the Pearson’s product moment correlation coefficient between age of the SAAOs and their job performance was found to be (0.305) as shown in Table 4.14. The following observations were found on the basis of computed value of ‘r’.

Firstly, a positive relationship was found between the concerned variables. Secondly, the computed value of ‘r’ (0.305) was found to be greater than the tabulated value of (r = 0.218) with 84 degrees of freedom at 0.05 level of

probability. Thus, the null hypothesis was rejected and the relationship between the concerned variables was statistically significant.

Based on the above findings it is concluded that, age of the SAAOs had significant positive relationship with the job performance of SAAOs. It means that higher the age, greater the job performance of SAAOs.

4.3.2 Relationship between academic achievement of the SAAOs and their job performance

Computed value of the Pearson's product moment correlation coefficient between academic achievement of the SAAOs and their job performance was found to be (0.089) as shown in Table 4.14. The following observations were found on the basis of computed value of 'r'.

Firstly, a positive relationship was found between the concerned variables. Secondly, the computed value of 'r' (0.089) was found to be smaller than the tabulated value of ($r = 0.218$) with 84 degrees of freedom at 0.05 level of probability. Thus, the null hypothesis could not be rejected and the relationship between the concerned variables was statistically non significant.

Based on the above findings it is concluded that, academic achievement of the SAAOs had non-significant positive relationship with the job performance of SAAOs.

4.3.3 Relationship between service length of the SAAOs and their job performance

Computed value of the Pearson's product moment correlation coefficient between service length of the SAAOs and their job performance was found to be (0.307) as shown in Table 4.14. The following observations were found on the basis of computed value of 'r'.

Firstly, a positive relationship was found between the concerned variables. Secondly, the computed value of 'r' (0.307) was found to be greater than the tabulated value of ($r = 0.218$) with 84 degrees of freedom at 0.05 level of probability. Thus, the null hypothesis was rejected and the relationship between the concerned variables was statistically significant.

Based on the above findings it is concluded that, service length of the SAAOs had significant positive relationship with the job performance of SAAOs. It means that higher the service length, greater the job performance of SAAOs.

4.3.4 Relationship between job facilities of the SAAOs and their job performance

Computed value of the Pearson's product moment correlation coefficient between job facilities of the SAAOs and their job performance was found to be (0.577) as shown in Table 4.14. The following observations were found on the basis of computed value of 'r'.

Firstly, a positive relationship was found between the concerned variables. Secondly, the computed value of 'r' (0.577) was found to be greater than the tabulated value of ($r = 0.309$) with 84 degrees of freedom at 0.01 level of probability. Thus, the null hypothesis was rejected and the relationship between the concerned variables was statistically significant.

Based on the above findings it is concluded that, job facilities of the SAAOs had highly significant positive relationship with the job performance of SAAOs. It means that higher the job facilities, greater the job performance of SAAOs.

4.3.5 Relationship between extension media contact of the SAAOs and their job performance

Computed value of the Pearson's product moment correlation coefficient between extension media contact of the SAAOs and their job performance was found to be (0.026) as shown in Table 4.14. The following observations were found on the basis of computed value of 'r'.

Firstly, a positive relationship was found between the concerned variables. Secondly, the computed value of 'r' (0.026) was found to be smaller than the tabulated value of ($r = 0.218$) with 84 degrees of freedom at 0.05 level of probability. Thus, the null hypothesis could not be rejected and the relationship between the concerned variables was statistically non significant.

Based on the above findings it is concluded that, extension media contact of the SAAOs had non-significant positive relationship with the job performance of SAAOs.

4.3.6 Relationship between job satisfaction of the SAAOs and their job performance

Computed value of the Pearson's product moment correlation coefficient between job satisfaction of the SAAOs and their job performance was found to be (0.580) as shown in Table 4.14. The following observations were found on the basis of computed value of 'r'.

Firstly, a positive relationship was found between the concerned variables. Secondly, the computed value of 'r' (0.580) was found to be greater than the tabulated value of ($r = 0.309$) with 84 degrees of freedom at 0.01 level of probability. Thus, the null hypothesis was rejected and the relationship between the concerned variables was statistically significant.

Based on the above findings it is concluded that, job satisfaction of the SAAOs had highly significant positive relationship with the job performance of SAAOs. It means that higher the job satisfaction, greater the job performance of SAAOs.

4.3.7 Relationship between farmers' problem awareness of the SAAOs and their job performance

Computed value of the Pearson's product moment correlation coefficient between farmers' problem awareness of the SAAOs and their job performance was found to be (0.215) as shown in Table 4.14. The following observations were found on the basis of computed value of 'r'.

Firstly, a positive relationship was found between the concerned variables. Secondly, the computed value of 'r' (0.215) was found to be smaller than the tabulated value of ($r = 0.218$) with 84 degrees of freedom at 0.05 level of probability. Thus, the null hypothesis could not be rejected and the relationship between the concerned variables was statistically non significant.

Based on the above findings it is concluded that, farmers' problem awareness of the SAAOs had non-significant positive relationship with the job performance of SAAOs.

4.3.8 Relationship between problem confrontation of the SAAOs and their job performance

Computed value of the Pearson's product moment correlation coefficient between problem confrontation of the SAAOs and their job performance was found to be (-0.302) as shown in Table 4.14. The following observations were found on the basis of computed value of 'r'.

Firstly, a negative relationship was found between the concerned variables. Secondly, the computed value of 'r' (-0.302) was found to be greater than the

tabulated value of ($r = 0.218$) with 84 degrees of freedom at 0.05 level of probability. Thus, the null hypothesis was rejected and the relationship between the concerned variables was statistically significant.

Based on the above findings it is concluded that, service length of the SAAOs had significant negative relationship with the job performance of SAAOs. It means that higher the problem confrontation, lower the job performance of SAAOs.

CHAPTER 5

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

This chapter presented the summary of the findings, conclusions and recommendations of the study:

5.1 Summary of findings

5.1.1 Characteristics of the SAAOs

Eight characteristics of the SAAOs were selected for exploring the relationships with their job performance. Findings in respect of the selected characteristics are summarized below:

Age

Age of the SAAOs ranged from 25 to 58 years, the mean being 35 years. The highest proportions (76.8 percent) of the Sub Assistant Agriculture Officers were in middle aged, while 20.9 percent belonged to the young aged category. Only 2.3 percent of the Sub Assistant Agriculture Officers were in the old aged category.

Academic achievement

The score of academic achievement of the Sub Assistant Agriculture Officers ranged from 3-10 and the mean was 6.13. The highest proportions (67.5 percent) of the Sub Assistant Agriculture Officers were in medium academic achievement category, while 20.9 percent belonged to the low category. And 11.6 percent of the Sub Assistant Agriculture Officers were in the high academic achievement category.

Service length

Service length of the Sub Assistant Agriculture Officers ranged from 3-36 years and the mean was 13.02. The highest proportions (53.5 percent) of the Sub Assistant Agriculture Officers were in medium academic service length category, while 37.2 percent belonged to the short service length category. And 9.3 percent of the Sub Assistant Agriculture Officers were in the high service length category.

Job facilities

The score of job facilities of the Sub Assistant Agriculture Officers ranged from 0-13 and the mean was 6.81. The highest proportions (67.4 percent) of the Sub Assistant Agriculture Officers were in low job facilities category, while 25.6 percent belonged to the very low job facilities category. Only 7 percent of the Sub Assistant Agriculture Officers were in the medium job facilities category.

Extension media contact

The score of extension media contact of the Sub Assistant Agriculture Officers ranged from 4-14 and the mean was 8.83. The highest proportions (69.7 percent) of the Sub Assistant Agriculture Officers were in medium extension media contact category, while 23.3 percent belonged to the low extension media contact

category. Only 7 percent of the Sub Assistant Agriculture Officers were in the high extension media contact category.

Job satisfaction

The score of job satisfaction of the Sub Assistant Agriculture Officers ranged from 0-15 and the mean was 7.76. The highest proportions (60.6 percent) of the Sub Assistant Agriculture Officers were in medium job satisfaction category, while 34.9 percent belonged to the low job satisfaction category. Only 4.7 percent of the Sub Assistant Agriculture Officers were in the high job satisfaction category.

Farmers' problem awareness

The score of farmers' problem awareness of the Sub Assistant Agriculture Officers ranged from 13-39 and the mean was 25.44. The highest proportions (65.1 percent) of the Sub Assistant Agriculture Officers were in medium farmers' problem awareness category, while 25.6 percent belonged to the low farmers' problem awareness category. Only 9.3 percent of the Sub Assistant Agriculture Officers were in the high farmers' problem awareness category.

Problem confrontation

The score of problem confrontation of the Sub Assistant Agriculture Officers ranged from 24-68 and the mean was 44.67. The highest proportions (46.5 percent) of the Sub Assistant Agriculture Officers were in medium problem confrontation category, while 27.9 percent belonged to the low problem confrontation category. And 25.6 percent of the Sub Assistant Agriculture Officers were in the high problem confrontation category.

5.1.2 Job performance of Sub Assistant Agriculture Officers' Self evaluation

The score of job performance of the Sub Assistant Agriculture Officers assessed by self evaluation ranged from 49-96 and the mean was 73.98. The highest

proportions (55.8 percent) of the Sub Assistant Agriculture Officers were in medium job performance category, while 30.2 percent belonged to the high job performance category. And 14 percent of the Sub Assistant Agriculture Officers were in the low job performance category assessed by self evaluation.

Evaluated by AEO

The score of job performance of the Sub Assistant Agriculture Officers assessed by AEO evaluation ranged from 40-79 and the mean was 61.04. The highest proportions (48.8 percent) of the Sub Assistant Agriculture Officers were in medium job performance category, while 25.6 percent belonged to the high job performance category. And the rest 25.6 percent of the Sub Assistant Agriculture Officers were in the low job performance category assessed by the AEOs evaluation.

Evaluated by UAO

The score of job performance of the Sub Assistant Agriculture Officers assessed by UAO evaluation ranged from 37-73 and the mean was 56.11. The highest proportions (53.5 percent) of the Sub Assistant Agriculture Officers were in medium job performance category, while 25.6 percent belonged to the low job performance category. And the rest 20.9 percent of the Sub Assistant Agriculture Officers were in the high job performance category assessed by the UAOs evaluation.

Overall evaluation

The score of overall evaluation of job performance of the Sub Assistant Agriculture Officers ranged from 42-83 and the mean was 63.72. The highest proportions (62.8 percent) of the Sub Assistant Agriculture Officers were in medium job performance category, while 20.9 percent belonged to the low job performance category. And the rest 16.3 percent of the Sub Assistant Agriculture Officers were in the high job performance category in case of overall evaluation.

5.1.3 Relationship between job performance of the Sub Assistant Agriculture Officers and their selected characteristics

Age, service length, job facilities and job satisfaction of the respondents had significant positive relationships with their job performance. On the other hand problem confrontation had significant negative relationships with their job performance. Others variables namely; academic achievement, extension media contact and farmers' problem awareness had non-significant positive relationships with the job performance of the Sub Assistant Agriculture Officers.

5.2 Conclusion

1. The job performance of the SAAOs assessed by self evaluation was found to be high compared AEOs and UAOs assessment.. However, the overall job performance of the SAAOs indicated that, 20.9% had low, 62.8% had medium and the rest 16.3% had high job performance. On the basis of above findings it may be concluded that overall job performance of the SAAOs is not satisfactory. So, intensive careful consideration should be maintained by the controlling officers of DAE to improve the job performance of the SAAOs.
2. The age and service length of SAAOs were equally distributed with an overwhelming majority (97.7 percent) and they had significant positive relationships with the job performance of the SAAOs. So, the study indicated that, the higher the age and service length the higher the job performance of SAAOs. Thus, DAE should take appropriate steps like conducting training and motivational programs to increase the job performance of the young and medium aged SAAOs.

3. A great majority (93 percent) of the SAAOs had very low to low job facilities. But there had strongly significant positive relationship with the job performance of the SAAOs. So, with of such meager job facilities, job performance cannot be satisfactory. These facts lead to the conclusion that steps to be taken to create favorable job facilities for the sake of high job performance of the SAAOs.
4. The study revealed that 95.3 percent of the Sub Assistant Agriculture Officers belonged to the low to medium job satisfaction categories. It had strong significant positive relationship with the job performance of the SAAOs. Job satisfaction indicated that SAAOs were pleased with his/her job which was essential for successful job performance. Thus, it may be concluded that proper steps should be taken which will increase the SAAOs' job satisfaction.
5. The problem confrontation score of the SAAOs had 72.1 percent medium to high categories. And, there had significant negative relationship with the job performance of the SAAOs. The SAAOs in their 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.
6. The correlation coefficient indicated that academic achievement, extension media contact and farmers' problem awareness had positive relationships with the job performance of the SAAOs. So, it could be concluded that the employee who had high level of academic achievement should be considered in time of recruitment. And other proper facilities should be ensured to increase the extension media contact and farmers' problem awareness of the SAAOs which will help to increase the job performance of the SAAOs.

5.3 Recommendations

5.3.1 Recommendations for policy implications

Recommendations emanate from a careful consideration of the findings and conclusions. Recommendations based on the findings and conclusions of the study are presented below:

1. It is recommended that adequate steps should be taken to ensure high level of job performance of the Sub Assistant Agriculture Officers (SAAOs). For achieving this, policy and procedure in respect of field extension, supervision, guidance, counseling and training of the SAAOs will be need a very careful consideration and modification according to necessary.
2. For improvement the technical job responsibilities, DAE should be taken necessary actions.
3. The authority 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. The SAAOs should not be stayed at a station for long time. Generally, after every 2-3 years they should be transferred at regular interval.
5. The immediate senior bosses such as AEO and UAO should increase field visit of inspect SAAOs activities and to ascertain the progress of work scheduled for a particular plan of work.

5.3.1 Recommendation for further study

This study investigated the job performance of the Sub Assistant Agriculture Officers (SAAOs) of Dinajpur district in Bangladesh. As a small and limited

research has been conducted in the present study cannot provide much information related to this aspect. Further studies should be undertaken to covering more information in the relevant matters. So the following suggestions were put forward for further research:

1. The present study was conducted only in five upazilas under Dinajpur district. Findings of the study need further verification through similar research in other parts of the country.
2. It is difficult to explore the job performance of the Sub Assistant Agriculture Officers (SAAOs). Measurement of job performance of the Sub Assistant Agriculture Officers (SAAOs) is not free from questions. More reliable measurement of concerned variables is necessary for further study.
3. The present study was limited to job performance of the (SAAOs) only. It is necessary that further studies should be undertaken for the understanding of job performance of the different categories of personnel involved in the DAE.
4. The study investigated the relationship of eight characteristics of the SAAOs with job performance. So it is recommended that further study would be conducted with other dependent and independent variables.
5. Research should be undertaken on the effectiveness of agricultural extension services and other related organizations in helping people to develop the agricultural sectors in Bangladesh.

BIBLIOGRAPHY

Ahmed, S.U. 2002. Problem Confrontation of the Contract Growers of BADC in Jute Seed Production. An M.Sc. Thesis, BAU, Mymensingh.

Akhouri, M.M. P. 1973. "Communication behavior of Extension Personnel and analysis of Haryana Agricultural Extension System." A Ph. D. Thesis. Indian Agricultural Research Institute, New Delhi.

Anand, M.S. and T.S. Sohal 1981. "Relationship between some personal Traits, Job Performance and Job Performance of Employees". Journal of Psychological Research, 25 (3):159-163.

Anderson, R.M. and Robert, L. Achiron, 1964. Correlates of labour efficiency among older farmers in poor health. Rural Sociology, 29.

Anonymous. 2007. Ufshi Tosa Jater pat o patbiz Utpadon saheyak Guide book (Guide book of "Integrated HYV Jute and Jute Seed Production" Project). Directorate of Jute. Ministry of Textile and Jute. Government of the Peoples' Republic of Bangladesh.

Austman, H.H. 1961. "An analysis of relationship between Selected Background Factors and Job Performance of Beginning Male Co-operative Extension Agents in Wisconsin." Abstract of Ph. D. thesis. Research in Co-operative Extension Work, 5th in a series Wisconsin: Dept. Of Agricultural and Extension Education, University of Wisconsin.

Axinn, G. H. 1958. The relationship of Personnel Selection and Administration to Organizational effectiveness in the Co-operative Extension Service in Michigan. Abstract of Ph. D. Thesis. Research in Co-operative Extension Work. No. 1: Dept. of Agricultural Extension Education, University of Wisconsin, Madison, U.S.A.

- Azad, A.K. 2000. Job Performance and Job Satisfaction of the Female Block Supervisors under Dhaka and Mymensingh Agricultural Regions. An M.Sc. (Ag. Ext. Ed.) Thesis, Bangladesh Agricultural University, Mymensingh.
- BBS, 2009-10. Statistical year book of Bangladesh, Bangladesh Bureau of Statistic, Ministry of Planning, Government of the Peoples' Republic of Bangladesh.
- Benor, D., J.Q. Harrigon and M. Baxter. 1984. Agricultural extension: the training and visit system. Wanshington D.C.: The World Bank.
- Bhatia, K. 1975. A study of the Relationship of Academic achievement to Personallty Traits and overall adjustment pattern of High School Pupils. M. A. Dissertation. Dept. of Psychology, University of Delhi.
- Blair, W.H. 1978. Rural development, class structure and bureaucracy in Bangladesh. *World development*. 6(1):65-82
- Bryfield, A. H. and W.H. Crockett. 1995. "Employee Attitudes and Employee Performance". *Psychological Bulletin*, 52: 396-426.
- Cattell, R.B., J.E. King and A.K. Shuettlar. 1954. *Mannual for the Contact Personality Factors Test*. Illinois: Institute for Personality and Ability Testing.
- Collision, P and E. Cooney. 1966. Leadership in Community Association. *International Review of community Development*, 6: 168-169.

DAE, 1999. Agricultural Extension Manual. Department of Agricultural Extension, Ministry of Agriculture. Government of the People's Republic of Bangladesh.

Davis, K. 1948. The Human Society. New York: Macmillan.

Dhillon, J. S. and A. S. Sandhu. 1977. Determinants of job effectiveness of District Extension Specialists of a Farm Advisory Service, Indian Journal of Extension Education, 13: 48-51.

Dilla, E. M. 1979. Job performance and Job satisfaction of farm management technicians of the Bureau of Agricultural Extension, Province of Oriental Mindora, Republic of the Philippines. M.S. Thesis. UPLB, College, Laguna.

Fruchey, F. P. 1953. "Differential Characteristics of the more effective and less effective Teachers" quoted in: R. K. Talukdar (1984). A Summary Report of Nine Studies. Extension Service (memo report). Washington DC., U.S.A. Dept. of Agricultural Extension.

Goode, C.V. 1945. Dictionary of Education. New York: McGraw-Hill Book company, New York.

Herman, J. B. 1973. "Are Situational Contingencies Limiting Job Attitude-Job Performance Relationship?" Organizational Behavior and Human Performance. 10: 208-224.

Hussain, M. 2001. Farmers' Attitude towards Jute Cultivation Technologies in Melandah Upazila under Jamalpur District. An M.Sc. (Ag. Ext. Ed.) Thesis, Bangladesh Agricultural University, Mymensingh.

- Islam, S.A.M.S. 1997. Job performance of the Block Supervisors of Bogra district. An MS. Thesis, Department of Agricultural Extension Education. BAU, Mymensingh.
- Islam, M.M. 1981. Job Performance and Job satisfaction of the Barangay Council Officials of Laguna Province, Philippines. An M.Sc. Thesis, UPLB, the Philippines.
- Janardhan, K.S. 1980. A Study of Job Performance and Job Satisfaction of Agricultural Extension Officers and Factors Associated with them. An M. Sc. Ag. Thesis, University of Agricultural Sciences, Bangalore.
- Karim, A.S.M.Z. 1990. Job performance of The Subject Matter Officers under the T & V System on Extension Work in Bangladesh. A Ph.D. Thesis, Deptt. Of Agril. Ext. Edu., BAU, Mymensingh.
- Kherde, R.L. and B.N.Sahaya. 1972. Role Performance and Role Prediction of the village Level Workers in the New Strategy of Agricultural Production. Indian Journal of Extension Education. 3(1 & 2): 67-70.
- Kubde, V.R. 1979. Study o the Correlates of Work Involvement and Job Performance of the Personnel of Farm and Home unit of all India Radio. A Ph. D. Thesis, Division of Agricultural Extension, IARI, New Delhi.
- Laharia, S.N. and R. K. Talukdar. 1987. "Variables Influencing the Productivity of Agricultural Development Officers". India Journal of Extension Education, 23 (3 & 4).
- Lanham, E. 1955. Job Evaluation. New York: McGraw-Hill Book Inc.

Lawler, E.E. and L.W. Porter. 1968. The Effect of Performance on Job Satisfaction, *Industrial Relations*, 7:20-28.

Leagans, J.P. 1961. "Characteristics of Teaching and Learning in Extension Education," in M.G. Kamath (ed) *Extension Education in Community Development*. New Delhi: Directorate of Extension, Ministry of Food and Agriculture, Government of India.

Levine L.S. and R. E. Kantor. 1962. Psychological Effectiveness and Imposed Social Position: a Descriptive Framework. *Personal Guide Journal*, 40: 418-426.

Lynch, J.J. 1971. *Making Manpower Effective (Part-2). A Manpower Development System*, Newton abbot: David and Chorlet.

Mahboob, S.G., G.Rasul, M.S.Alam and M.M.Islam. 1978. *A Study of Union Assistants in Bangladesh*, Deptt.of Agricultural Extension & Teachers' Training, BAU, Mymensingh.

Narayana, B. 1980. *An Analysis of Training Programmes and Information Flow in Training and Visit System of Agricultural Extension in Karnataka*. An. M. Sc. Thesis, University of Agricultural Sciences, Bangalore.

Organ, 1988. Extension staff satisfaction. *Journal of Extension* [Online]. 28(2).

Patel, I.C. and J.P. Leagans. 1968. "Some Background and Personal Traits related to Village Level Workers' Effectiveness". *Indian Journal of Extension Education*. 4(3 & 4): 1-10.

- Perumal, G. 1975. A Study of job performance, Psychological Characteristics, Communication Behavior and Training Aspect of the Agricultural Extension Education Officers of Tamil Nadu. A Ph.D. Thesis, Division of Agricultural Extension, IARI, New Delhi.
- Qureshi, M.A. 1976. Job Performance and Job Satisfaction of Field Assistants in the Agricultural Department of Azad Kashmir. An. M. S. Thesis. UPCA, Laguna.
- Rahman, M.M. 1990. Job performance of the Block Supervisors working Under Training and Visit System in the Department of Agricultural Extension (DAE). A Ph.D. Thesis. Deptt. Of Agril. Ext. Edu., BAU, Mymensingh.
- Rahudkar, W.B. 1962. The Relationship of Certain Factors to the Success of Village level Workers. *Rural Sociology*, 27 (4): 4 18-427.
- Rani, G.J., S. V. Reddy and G.N.Rao. 1987. "Influence of Selected Variables on Scientific Productivity of Agricultural Scientists". *Indian Journal of Extension Education*, 18 (3 & 4): 57-61.
- Rizvi, R.S. 1967. Job Analysis, Job Performance and Suitability of Pre-service Training of Gram- Sevikas in Three Selected States. An M. Sc. Thesis. IARI: New Delhi.
- Rolling, N. 1986. "Human Resource Development. The Other Tradition in Extension Education, Reading. AERDC Conference on investing in Extension Strategies and Goals. The University of Reading U.K.
- Salim, M.A.S. 2006. Job Performance of Sub Assistant Agriculture Officers. An M.S. Thesis, Sher-e-Bangla Agricultural University, Dhaka.

- Salvi, P.E. and C.M. Dubdhani. 1967. Role of Personal Characteristics in Job Effectiveness of VLWS. Indian Journal of Extension Education, 8: 127-131.
- Sengupta, T. 1963.Characteristics of Effective Village Level Workers. An M. Sc. Thesis, IARI, New Delhi.
- Sharma, S.N. 1969. A Study of the Working Environment and the Professional Dedication of the Extension Personnel in Community Development Blocks in Rajstan State. A Ph. D. Thesis. University of Udaipur.
- Shete, N. B. 1974. “Communication Behavior of Extension Personnel and Analysis of Maharashtra Agricultural Extension System”. Ph. D. Thesis, Indian Agricultural Research Institute, New Delhi.
- Sierra, T. N. 1978. Factors Associated with the Role Performance of Barrio Association Officials in Pila, Laguna, Philippines. An M.S. Thesis, UPCA, Laguna, Philippines.
- Sinha, D. and K. C. Sarma. 1962. Attitude and Job satisfaction in Indian workers. Journal of Applied Psychology, 6: 247-251.
- Singh, A.P. (1970). An Analysis of Training Needs of Agricultural Extension Officers Working in Intensive Agricultural Areas Programme, Blocks of Bihar. A Ph. D. Thesis, IARI, New Delhi.
- Solanke, G.K. and k.R.Kadam.1986. “Value Orientation and Job Performance of Agricultural College Students”. Journal of Psychological Research, 30 (2):88-92.

- Talukder, R.K. 1984. "Productivity of Agricultural Development Officers in Haryana-A Factor Analysis Study". A Ph. D. Thesis, College of Agriculture, Haryana Agricultural University, Hissar.
- Talukder, F.A.H., M.A. Sobhan and S.A. Mannan. 1983. Preliminary study on the perception of cropping patterns, crops and cultivars in rain fed and irrigated condition. Bangladesh Journal of Fibres. Research. Vol. 8.pp. 43-53.
- Veerabhadraiah, W.R. 199983. "Time Management, Job Involment and Job Performance of Extension Supervisor". Thesis Abstracts, 9: 125-126.
- Vinake, W.E. 1962. 'Motivation as Complex Problem'. In Jones M.R. (ed.) Nebraska Symposium on Motivation. Lincoln: University of Nebraska, Press.
- Vroom, V.H. (1964), Work and Motivation. John Willey and Sons, Inc., New York, USA.
- Yupakorn, k. 1972. Role Expectation and Role Performance of Farm Management Technicians in Cagayan Province. M.S. Thesis, UPCA, Laguna, Philippines.

APPENDIX-A

English Version of the Interview Schedule
Department of Agricultural Extension & Information System
Sher-e-Bangla Agricultural University Dhaka.

INTERVIEW SCHEDULE FOR A RESEARCH STUDY
ON
JOB PERFORMANCE OF SUB ASSISTANT AGRICULTURE OFFICER
(SAAO)
OF DINAJPUR DISTRICT IN BANGLADESH

Serial no

Name of the respondent

BlockUnionUpazila

Dist

1. Age

What is your age? Ageyears.

2. Academic achievement

Please indicate your academic achievement

Sl. no.	Name of examination	year of passing	Division/Class/Grade
1.	S.S.C or Equivalent		
2.	H.S.C or Equivalent		
3.	Diploma in agriculture		
4.	One year agril. training		
5.	Tow year agril. training		
6.	Others		

3. Service Length

Mention your service length

Service length.....Years.

4. Job Facilities

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

Sl. no.	Facilities	Easily available	Available with difficulties	Not at all available
1.	Office			
2.	Residence			
3.	Transport			
4.	Promotion			
5.	Travel allowance			
6.	Office stationary			
7.	Office Furniture			
8.	Farmer training			
9.	Training materials			
10.	Agricultural instrument			
11.	Low cost technology			
12.	Agricultural publication			
13.	Inservice training			
14.	Necessary fund			
15.	Others			

5. Extension Media contact

Please indicate the extent of your Communication exposure about agril. Program and publication by putting tick (✓) any one of the four responses:

Sl. no.	Program/publication	Regularly	Occasionally	Rarely	Never
1.	Radio				
	a) Desh amar mati amer				
	b) Krishi Samachar				
	c) Sobug Bangla				
	d) Khat Khamer				
2.	Television				
	a) Hryday Mati o Manush (Channel i)				
	b) Mati o Manush (BTV)				
	c) Agricultural news from different TV channels				
	3.	News paper			
4.	Krishi katha				
5.	District bulletin of DAE				
6.	Leaflet/Book let				
7.	Others				

6. Job satisfaction

Please indicate the extent of your agreement with the following statements relating to putting tick (✓) against each of the statements:

Sl. no.	Statement	Strongly agree	Agree	Not agree
1.	I get appropriate recognition from the colleagues and farmers of the area for the good work that I do			
2.	I feel pleasure by working as a SAAO			
3.	I feel that the work I am doing bring more benefit to the farmer of my area			
4.	I think that my job as a SAAO quite enjoyable as a result of which I never feel bored			
5.	Work as a SAAO in rural area is not less important in comparison to other field worker			
6.	I am satisfied when there will be reward for good work			
7.	I am satisfied if there will be honesty, seniority and neutrality in case of promotion			
8.	I am encouraged if there is provision of punishment in case of absent from the Station and negligence from the service			
9.	I feel encouraged by taking suggestion about agriculture from the local leader and the farmer			
10.	I also feel encourage by taking suggestion from the colleague			

7. 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	Extent of problem awareness			
		Very High aware	Aware	Little aware	Not at all aware
1.	Illiteracy of farmer				
2.	Unavailability of Agril. inputs				
3.	High price of Agril. inputs				
4.	Low price of Agril. product				
5.	Lack of quality seeds				
6.	Inadequate use of organic fertilizer				
7.	Decreasing of soil fertility due to intensive cultivation				
8.	Decreasing of soil Productivity due to intensive cultivation				
9.	Lack of knowledge about spray machine				
10.	Lack of knowledge in selecting proper irrigation method				
11.	Lack of knowledge about critical period of irrigation				
12.	Complexity in applying new technology				
13.	Ignorance of cropping pattern				
14.	Ignorance of food processing of female farmer				
15.	Lack of food nutrition knowledge of female farmer				
16.	Lack of knowledge of seed preservation				
17.	Lack of co-operative attitude among the farmers				
18.	Lack of knowledge for homestead gardening of the female farmer				
19.	Difficulty of operating irrigation equipment due to irregular supply of electricity				
20.	Use of adulterated insecticide				

8. 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.	Problems	Very High confrontation	High confrontation	Medium confrontation	Little confrontation	Not at all confrontation
1.	Limited scope of promotion					
2.	No incentive for successful job performance					
3.	No punishment for negligence of duties					
4.	SAAO not motivated at extension work effectively					
5.	Lack of accountability					
6.	SAAO do not spend time on extension					
7.	Posted near home					
8.	Lack of supervision by the high officials					
9.	Poor relation with the supervisory officer					
10.	Political influence					
11.	Ineffective training					
12.	Absent from duty place					
13.	Limited scope of SAAO for solving farmers' problem not related to DAE					
14.	Low type working efficiency					
15.	Spend time on non-DAE work					
16.	Lack of transport for traveling					
17.	Lack of extension training					
18.	Frequent transfer					
19.	Lack of roads and paths in the working area					
20.	Want of demonstration materials					

9. Job performance

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

Sl. no.	Works	Extent of performance				
		Very High performance	High performance	Medium performance	Low performance	Very low performance
1.	Acquainted with the block					
2.	Ability of Identifying and providing extension, information to the block					
3.	Proper step in the formation of new group in the block					
4.	To help AEO in developing extension plan					
5.	Preparation extension tour program processing from AEO					
6.	Monitoring and evaluation of extension program within the block					
7.	Maintain liaison between farmers and higher authority					
8.	Maintaining a daily note book					
9.	Attending the monthly formal training session					
10.	Reporting farmers problem and needs regularly					
11.	Ability of diffusion of innovation of agricultural technology					
12.	Motivate the farmers for cultivating HYV of crops					
13.	Establishment of demonstration plot					
14.	Organize and manage group meeting					
15.	Timely organize and manage group meeting					
16.	Proper suggestion at the time of disease infection					
17.	Proper suggestion at the time of pest infestation					
18.	Suggestion for irrigation and drainage					
19.	Timely organize and manage farmer's rally and field day					
20.	Behave with the farmers					
21.	Initiativeness in Agril. development within the block					
22.	Extent of communication with homestead female farmer and poor farmers					
23.	Extent of communication with other non government organization engaged in Agril. development					

24.	Timely technical co- operation from authority					
25.	Capability of using guatee urea and liquid fertilizer					

APPENDIX-B

Job performance evaluation form of the SAAO by Agriculture Extension Officer (AEO)

Name of SAAO

Block

Upazila

Please indicate the extent of your views about job performance of SAAO by Putting tick (√) in any of the five responses. This views will be used only for research work.

Sl no	Works	Extent of performance				
		Very High performance	High performance	Medium performance	Low performance	Very low performance
1.	Acquainted with the block					
2.	Ability of Identifying and providing extension, information to the block					
3.	Proper step in the formation of new group in the block					
4.	To help AEO in developing extension plan					
5.	Preparation extension tour program processing from AEO					
6.	Monitoring and evaluation of extension program within the block					
7.	Maintain liaison between farmers and higher authority					
8.	Maintaining a daily note book					
9.	Attending the monthly formal training session					
10.	Reporting farmers problem and needs regularly					
11.	Ability of diffusion of innovation of agricultural technology					
12.	Motivate the farmers for cultivating HYV of crops					
13.	Establishment of demonstration plot					
14.	Organize and manage group meeting					
15.	Timely organize and manage group meeting					
16.	Proper suggestion at the time of disease infection					
17.	Proper suggestion at the time of pest infestation					
18.	Suggestion for irrigation and drainage					
19.	Timely organize and manage farmer's rally and field day					
20.	Behave with the farmers					
21.	Initiativeness in Agril. development within the block					
22.	Extent of communication with homestead female farmer and poor farmers					
23.	Extent of communication with other non government organization engaged in Agril. development					
24.	Timely technical co- operation from authority					

25.	Capability of using gutee urea and liquid fertilizer					
-----	--	--	--	--	--	--

APPENDIX-C

Job performance evaluation form of the SAAO by Upazila Agriculture Officer (UAO)

Name of SAAO.....

Block

Upazila

Please indicate the extent of your views about job performance of SAAO by putting tick (√) in any of the five responses. This views will be used only for research work.

Sl. no.	Works	Extent of performance				
		Very High performance	High Performance	Medium Performance	Low Performance	Very low performance
1.	Acquainted with the block					
2.	Ability of Identifying and providing extension, information to the block					
3.	Proper step in the formation of new group in the block					
4.	To help AEO in developing extension plan					
5.	Preparation extension tour program processing from AEO					
6.	Monitoring and evaluation of extension program within the block					
7.	Maintain liaison between farmers and higher authority					
8.	Maintaining a daily note book					
9.	Attending the monthly formal training session					
10.	Reporting farmers problem and needs regularly					
11.	Ability of diffusion of innovation of agricultural technology					
12.	Motivate the farmers for cultivating HYV of crops					
13.	Establishment of demonstration plot					
14.	Organize and manage group meeting					
15.	Timely organize and manage group meeting					
16.	Proper suggestion at the time of disease infection					
17.	Proper suggestion at the time of pest infestation					
18.	Suggestion for irrigation and drainage					
19.	Timely organize and manage farmer's rally and field day					
20.	Behave with the farmers					
21.	Initiativeness in Agril. development within the block					
22.	Extent of communication with homestead female farmer and poor farmers					
23.	Extent of communication with other non government organization engaged in Agril. development					

24.	Timely technical co- operation from authority					
25.	Capability of using gutee urea and liquid fertilizer					

Thanks for your kind cooperation.

Signature of the interviewer