JOB PERFORMANCE OF SUB ASSISTANT AGRICULTURE OFFICERS OF TANGAIL DISTRICT IN BANGLADESH

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CERTIFICATE

This is to certify that the thesis entitled ***"JOB PERFORMANCE OF SUB ASSISTANT AGRICULTURE OFFICERS OF TANGAIL DISTRICT IN BANGLADESH"*** *submitted to the Department of Agricultural Extension and Information System, Sher-e-Bangla Agricultural University, Dhaka, in partial fulfillment of the requirements for the degree of* ***MASTER OF SCIENCE in Agricultural Extension and Information System****, embodies the result of a piece of authentic research work carried out by* ***MARZIA PARVIN SHIPA,*** *Registration No.* ***19-10066*** *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

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DEDICATED TO

MY

BELOVED PARENTS

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The Author

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ABBREVIATIONS

BBS	Bangladesh Bureau of Statistics
GDP	Gross Domestic Product
DAE	Department of Agricultural Extension
et al.	All Others
USA	United States of America
FAO	Food and Agriculture Organization
HYV	High Yielding Varieties
GoB	Government of Bangladesh
MoA	Ministry of Agriculture
UN	The United Nations
MoYS	Ministry of Youth and Sports
MoP	Muriate of Potash
BADC	Bangladesh Agricultural Development Corporation
SAAO	Sub Assistant Agriculture Officer
SAU	Sher-e-Bangla Agricultural University
SPSS	Statistical Package for Social Sciences
BRRI	Bangladesh Rice Research Institute
BER	Bangladesh Economic Review
EFTE	European Federation for Transport and Environment

JOB PERFOMANCE OF SUB ASSISTANT AGRICULTURE OFFICERS OF TANGAIL DISTRICT IN BANGLADESH

MARZIA PARVIN SHIPA

ABSTRACT

The purposes of the study were to describe the selected socio-economic profile of the Sub Assistant Agriculture Officers; to assess the extent of job performance of the Sub Assistant Agriculture Officers and to explore the contribution of the selected characteristics of the Sub Assistant Agriculture Officers to their job performance. The study was undertaken purposively in three upazilas of Tangail district. Validated and well-structured interview schedule was used to collect data from 85 Sub Assistant Agriculture Officers during January 20 to February 21, 2021. Descriptive statistics, multiple regressions were used for the analysis of collected data. The highest proportions (60 percent) of the SAAOs had medium job performance, while 18.8 percent of the SAAOs had high job performance and 21.2 percent of the SAAOs had low job performance. Among eight selected characteristics of the SAAOs four characteristics namely- annual family income, job facilities, extension contact and problem confrontation had significant contribution to their job performance but problem confrontation had negative significant contribution to their job performance.

CHAPTER-I
INTRODUCTION

1.1 General Background of the Study

Bangladesh is an agro based country with an area of 147,570 square kilometer and 14.1 million hectares of crop land with 1% cropping intensity (BBS, 2020). About 13.10% of the Gross Domestic Product (GDP) comes from agriculture sector (BBS, 2020). Agricultural research all over the world has developed useful innovations, which are promising to increase agricultural production. However, farmers who are the backbone of the nation, are mostly illiterate and traditional, they are often skeptical towards new ideas and practices in agriculture, they often become frustrated with new practices in agriculture due to lack of proper understanding of the relevant factors.

The job performance of SAAOs is not merely based upon dealing with physical and material aspects pertaining to different job areas but also upon their behavioral components like knowledge, skill, satisfaction, attitude towards job and other economic and socio-psycholog ical aspects. In this regard, Leagan (2010) stated that 'the success or failure of programme for promoting change lies in the hands of the personnel meaning them and will be determined by their ability'. Job performance of a worker depends oil the full utilization of his abilities and also on the social expectation of the environment in which he works.

Rural development depends not only on technology generation but also on dissemination of technology as per the needs of the target groups in a particular farming system (Mettric, 2003). Effective dissemination of generated innovation, the combined effort of extension personnel as a professional leader along with the farmers is a mandatory. Sub-Assistant Agricultural Officers (SAAO) are the field level professional leader of DAE (Department of Agricultural Extension) and play a vital role in disseminating agricultural

innovations or practices among the farmers. SAAO is generally working in a particular area (block for average 900 farm families) at Union under Upazila Agricultural Office (UAO). They are the responsible person in the Block level for information dissemination related to agriculture and their performance lead the agricultural development of that locality. In fact, performance of SAAO in Bangladesh is an essential element for the development of agriculture of Bangladesh.

To increase agricultural production it is necessary to get information by the farmers related to new technology (Kashem et al., 2012). Now considerable effort is being made through research and extension delivery system to increase agricultural production in our country. But the actual increase in production will depend on the performance of SAAO as a professional leader because they lead the process of information dissemination. The performance of SAAO as a professional leader is influenced by then- personal, economic, social and psychological characteristics. As SAAO are trying to bring about changes in the behavior of farmers through motivation and communication, their own performance as a professional leader towards a practice is a vital determinant for its smooth diffusion. Several studies showed that the performance of SAAO enhances the acceptance of innovation by the farmers. But very few researches have been conducted regarding the performance of SAAO as a professional leader. Considering the above facts in view and the practical usefulness of it the present study was undertaken to evaluate the performance of SAAO as a professional leader based on selected characteristics. The findings are expected to be helpful to the field workers of different nation building departments and organizations to develop appropriate extension strategies for development of the leadership of SAAO for collecting information of modern agricultural technology and proper way of dissemination. The findings of the study would be of special interest to the policy makers and planners in formulating and redesigning the extension programs especially for SAAO.

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 are the characteristics of the SAAOs that are to be selected for studying job performance of Sub Assistant Agriculture Officers (SAAOs)?
3. Are there any contribution with their job performance of Sub Assistant Agriculture Officers (SAAOs) and their selected characteristics?

In view of the above questions the researcher undertook a study entitled, "Job performance of Sub Assistant Agriculture Officers (SAAOs) of Tangail district in Bangladesh".

1.3 Specific Objectives

The following specific objectives were formed to give proper direction to the study:

1. To describe the following selected characteristics of the Sub Assistant Agriculture Officers:
   i. Age
   ii. Family size
   iii. Annual family income
   iv. Service Length
   v. Job Facilities
   vi. Extension contact
   vii. Job satisfaction

viii. Problem confrontation

2. To assess the extent of job performance of the Sub Assistant Agriculture Officers; and
3. To explore the contribution of the selected characteristics of the Sub Assistant Agriculture Officers to their job performance.

1.4 Justification 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 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. The findings of the study will be particularly applicable to three upazilas of Tangail 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 Assumptions of the Study

An assumption has been defined as "the supposition that an apparent fact or principle is true in light of the available evidence" (Goode, 1945). An assumption is taken as a fact or belief to be true without proof. So, the following assumptions were in mind of the researcher while carrying out this study:

The respondents included in the sample were capable of furnishing proper responses to the questions of the interview schedule.

- Views and opinions furnished by the respondents were the representative views and opinions of the whole population of the study.
- The responses furnished by the respondents were reliable and they truly expressed their opinions on job performance of the Sub Assistant Agriculture Officers (SAAOs).
- The data collected by the researcher were free from bias.
- The researcher who acted as the interviewer was well adjusted to the social and cultural environment of the study area. Hence, the respondents furnished their correct opinions without any hesitation.
- The respondents had almost similar background and seemed to be homogenous to a great extent.
- The information sought by the researcher revealed the real situation to satisfy the objectives of the study.
- The findings were useful in choosing the clients as well as for planning execution and evaluation the extension programme.

1.7 Limitations of the Study

The present study was undertaken to have an understanding of the job performance of the Sub Assistant Agriculture Officer (SAAO) and to determine the contribution factors with selected characteristics of the respondents.

Considering the time, money and other necessary resources available to the researcher and to make the study manageable and meaningful from the point of view of research, it becomes necessary to impose certain limitations. The limitations were as follows:

- The study was confined in three upazilas of Tangail district.
- The study was restricted within the job performance of the Sub Assistant Agriculture Officers who had some job responsibilities.
- The population for the study was kept confined to the heads of the family who regularly performed his job.
- There were many characteristics of the respondents but in the study only 8 of them were selected for investigation.
- For information about the study, the researcher depended on the data furnished by the selected respondents during their interview with her.
- Major information, facts and figures supplied by the respondents were applicable to the situation prevailing in the locality during the year 2020.

1.8 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.

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.

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 II
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 related to SAAOs 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

2.1 Review of Literature related to SAAOs Job Performance

Badhan (2020) attempts were also made to determine the factors that contribute to ICT use as well as to their performance in agricultural extension services. A theoretical model was developed based on Institutional, Social and Personal factors (I-S-P) developed by Lewis et al. (2003) which illustrates ICT usage factors in case of an organizational context. Data were collected from 159 SAAOs of seven upazilas of Jashore district using structured interview schedule during 31th July-22th August, 2019. Data were analyzed by Partial Least Square-based Structural Equation Modeling (PLSSEM) using Smart PLS v2.0 M_3. Results revealed that, two moderator variables e.g., perceived usefulness and extent of ICT use had positive significant influence on SAAOs' performance, and jointly explained 34% of the variance. Job facility and social support were used as the predictor of perceived usefulness and only social support had positive significant influence and explained 17.4% of variance. While self-efficacy, inter-personal communication and perceived

innovativeness were the three predictors for extent of ICT use, all of them were found to be positively significant and explained 44.9% of variance.

Ahmed et al. (2018) conducted a study and found that 67.7 percent of the Sub Assistant Agriculture Officers belonged to the low to medium job performance categories in case of overall evaluation.

Hossain (2016) conducted a study on job performance of sub assistant agriculture officers of the Department of Agricultural Extension and found that 90 percent of the SAAOs belonged to the low to medium job performance categories. Multiple regression were used for analysis. Among the variables age, service length, farmers' problem awareness and extension media contact were significant contributor. Other variables namely; level of education, job facilities, cosmopoliteness, job satisfaction and problem confrontation were insignificant to the job performance of SAAOs.

Bose et al. (2014) SAAO having medium to high level performance serve as a professional leader. Further studies are needed considering the other factors associated with the evaluation of performance of SAAO as professional leader in Bangladesh.

Raihan (2011) conducted a study and found that 83.7 percent of the Sub Assistant Agriculture Officers belonged to the low to medium job performance categories in case of overall evaluation.

Bagum (2007) the overall job performance of the JDOs indicates that the majority (54%) of the JDOs had high performance while 46% had medium job performance. Nobody had low job performance. On the basis of Average Performance Index, familiarity with the upazila ranked first followed by maintaining well behaviors with the farmers. Timely organize and manage farmer's rally and field day ranked 3rd. Relationships between the variables indicate that level of education, academic achievement, service length, job

facilities, farmers' problem awareness, training exposure and job satisfaction of JDOs had positive and significant relationship with their job performance. However, age, media contact and problem confrontation of the JDOs had no significant relationship with their extent of job performance. In step-wise multiple regression analysis farmers' problem awareness, service length and level of education of the JDOs had significant contribution to their job performance.

Salim (2006) found that overall job performance of the SAAOs indicate that the majority (54%) of the SAAOs had medium performance while 33% had low and 13% had high job performance. Performance indices of 25 criteria (job items) indicated that the SAAOs did not give balanced emphasis on the different job items and performance on all the job items were considerably below the possible level of the job performance.

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

2.2.1 Age and job performance

Ahmed et al. (2018) observed a significant and positive relationship between age and performance of SAAOs as professional leader in Bangladesh.

Hossain (2016) conducted a study on job performance of SAAOs and found a significant relationship between age and performance of SAAOs.

Bose et al. (2014) observed a significant and positive relationship between ages and performance of SAAO as professional leader in Bangladesh.

Raihan (2011) conducted a study on job performance of SAAOs and found a significant relationship between age and performance of SAAOs.

Bagum, T. (2007) observed non-significant and negative relationship between age and performance of Jute Development Officers as professional leader in Bangladesh.

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

2.2.2 Family size and job performance

Ahmed et al. (2018) observed a non-significant and positive relationship between family size and performance of SAAOs as professional leader in Bangladesh.

Bose et al. (2014) observed a significant and negative relationship between family size and performance of SAAO as professional leader in Bangladesh.

2.2.3 Annual family income and job performance

Ahmed et al. (2018) observed a significant and positive relationship between annual family income and performance of SAAOs as professional leader in Bangladesh.

2.2.4 Service length and job performance

Ahmed et al. (2018) observed a non-significant and positive relationship between service length and performance of SAAOs as professional leader in Bangladesh.

Hossain (2016) conducted a study on job performance of SAAOs and found a significant relationship between service length and performance of SAAOs.

Bose et al. (2014) observed a significant and positive relationship between service lengths and performance of SAAO as professional leader in Bangladesh.

Raihan (2011) conducted a study on job performance of SAAOs and found a significant relationship between service lengths and performance of SAAOs.

Bagum, T. (2007) observed significant and positive relationship between service length and performance of Jute Development Officers as professional leader in Bangladesh.

Salim (2006) observed a significant and positive relationship between service lengths with their job performance.

2.2.5 Job facilities and job performance

Hossain (2016) conducted a study on job performance of SAAOs and found a insignificant relationship between job facilities and performance of SAAOs.

Bose et al. (2014) observed a significant and positive relationship between job facilities with performance of SAAO as professional leader in Bangladesh.

Raihan (2011) conducted a study on job performance of SAAOs and found a significant relationship between job facilities and performance of SAAOs.

Bagum, T. (2007) observed significant and positive relationship between job facilities and performance of Jute Development Officers as professional leader in Bangladesh.

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 Extension contact and job performance

Hossain (2016) conducted a study on job performance of SAAOs and found a significant relationship between media contact and performance of SAAOs.

Bose et al. (2014) observed there was no significant and positive relationship between media contact and performance of SAAO as professional leader in Bangladesh.

Raihan (2011) conducted a study on job performance of SAAOs and found no significant relationship between extension contact and performance of SAAOs.

Bagum, T. (2007) observed significant and positive relationship between media contact and performance of Jute Development Officers as professional leader in Bangladesh.

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

2.2.7 Job satisfaction and job performance

Ahmed et al. (2018) observed a significant and positive relationship between job satisfaction and performance of SAAOs as professional leader in Bangladesh.

Hossain (2016) conducted a study on job performance of SAAOs and found a insignificant relationship between job satisfaction and performance of SAAOs.

Bose et al. (2014) observed a significant and positive relationship between job satisfactions and performance of SAAO as professional leader in Bangladesh.

Raihan (2011) conducted a study on job performance of SAAOs and found a significant relationship between job satisfaction and performance of SAAOs.

Bagum, T. (2007) observed significant and positive relationship between job satisfaction and performance of Jute Development Officers as professional leader in Bangladesh.

Salim (2006) observed a significant and positive relationship between job satisfactions with their job performance.

2.2.8 Problem confrontation and job performance

Hossain (2016) conducted a study on job performance of SAAOs and found a non-significant relationship between problem confrontation and performance of SAAOs.

Bose et al. (2014) observed no significant and positive relationship between problem confrontations and performance of SAAO as professional leader in Bangladesh.

Raihan (2011) conducted a study on job performance of SAAOs and found a negative significant relationship between problem confrontations and performance of SAAOs.

Bagum, T. (2007) observed significant and positive relationship between problem confrontation and performance of Jute Development Officers as professional leader in Bangladesh.

Salim (2006) observed no significant and positive relationship between problem confrontations with 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, family size, annual family income, service length, job facilities, extension media contact, job satisfaction, 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.

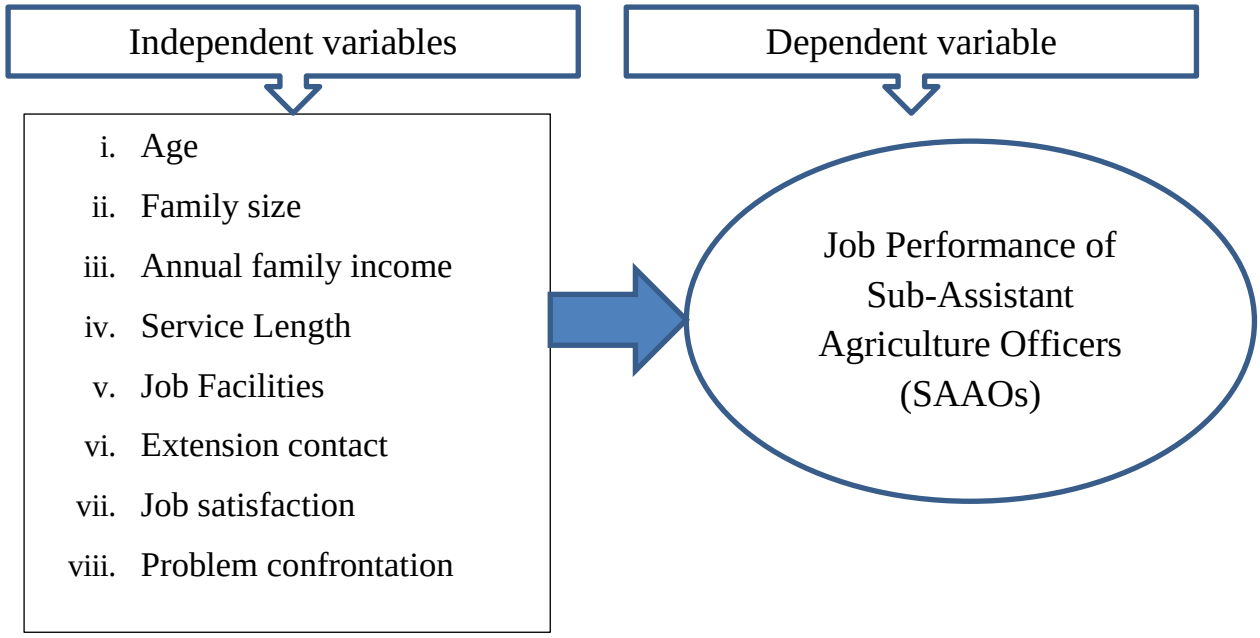

Figure 2.1 Conceptual Framework of the Study

CHAPTER III
METHODOLOGY

This Chapter deals with the presentation of methods and procedures followed to operationalize the study, specifically measurement of variables. The discussion also contains the method of collecting information and statistical analysis of the data.

3.1 Locale of the Study

Tangail District of Dhaka Division was selected as the area for this research work. The map of Tangail District is shown in the Figure 3.1. There are 12 upazilas in Tangail District within which three upazilas were selected randomly for the study which were; Nagarpur, Delduar and Sakhipur. 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.

It is the largest district of Dhaka division by area and second largest by population (after Dhaka district). The population of Tangail district is about 3.8 million and its area is 3,414.28 square kilometres (1,318.26 sq mi). The main city of the district is Tangail. It is surrounded by Jamalpur District on the north, the Dhaka and Manikganj Districts on the south, the Mymensingh and Gazipur on the east, and the Sirajganj on the west. Main sources of income are agriculture (57.28%), non-agricultural labourer (2.87%), industry (3.42%), commerce (13.07%), transport and communication (3.63%), service (7.94%), construction (1.23%), religious service (0.19%), rent and remittance (2.12%) and others (8.25%). The map of Tangail district showing Nagarpur, Delduar and Sakhipur Upazila have been shown in the Fig. 3.1.

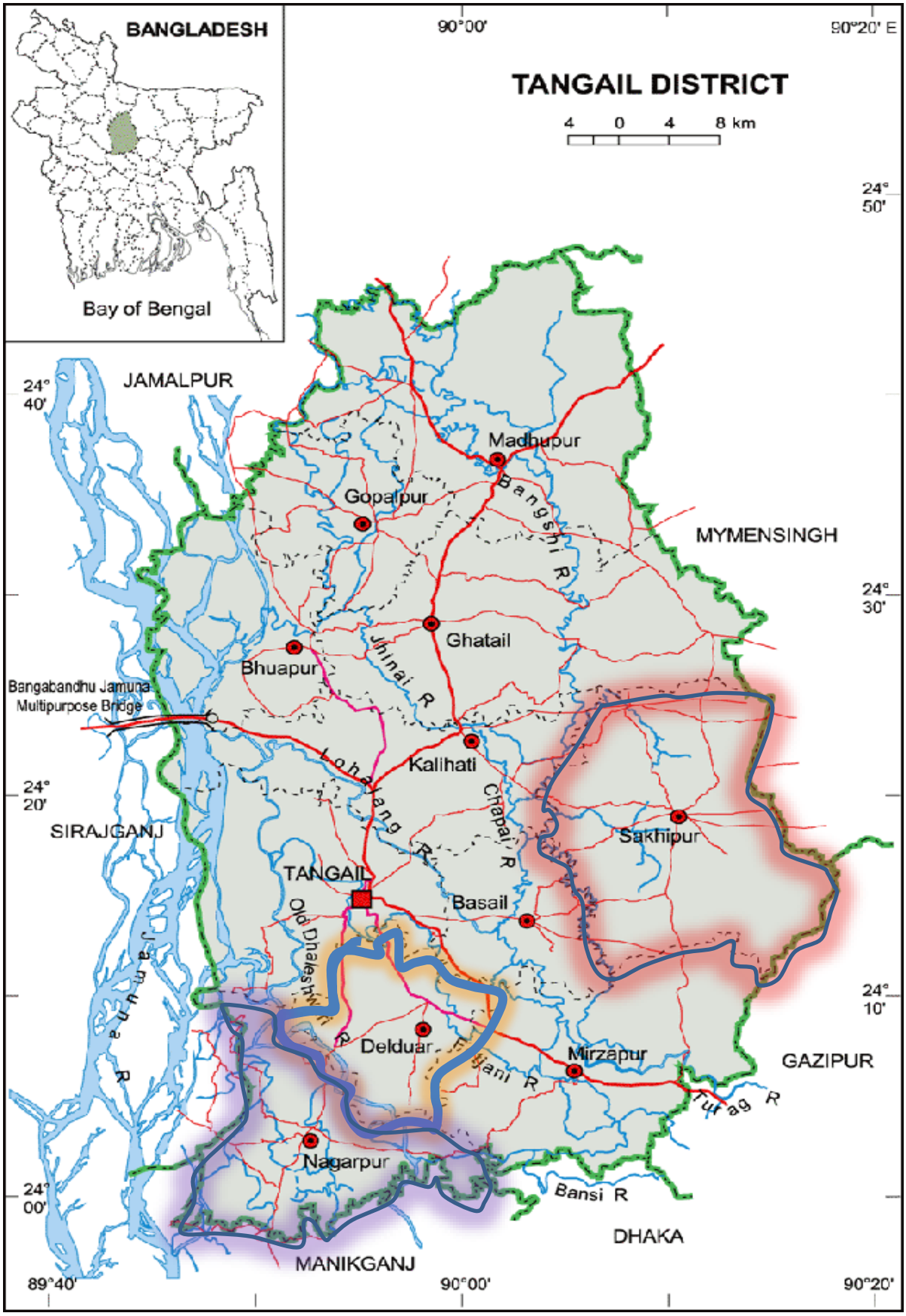

Figure 3.1 A map of Tangail district showing the study areas

3.2 Population and Sampling

The Sub Assistant Agriculture Officers (SAAOs) of selected three upazilas under Tangail District were the population of the study. All the 85 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.

The distribution of the SAAOs included in the sample appears in Table 3.1.

Table 3.1 Distribution of SAAOs constituting the population and sample size

Name of the upazilas	Number of SAAOs	Sample
Nagarpur	36	36
Delduar	24	24
Sakhipur	25	25
Total	85	85

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 selected upazilas under Tangail 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 Variables of the Study

In a descriptive social research, selection and measurement of the variables is an important task. In this connection, the researcher reviewed literature as far as possible to widen his/her understanding about the nature and scope of the variables relevant to the research. A variable is any measurable characteristic which can assume varying or different values in successive individual Cases (Ezekiel and Fox 1959). The hypothesis of a research, when constructed properly contains at least two important elements, viz. an independent variable and a dependent variable. An independent variable is that factor which is manipulated by the experimenter in his/her attempt to ascertain its relationship to an observed phenomenon. A dependent variable is that factor which appears, disappears or varies as the experimenter introduces, removes or varies the independent variable (Townsend, 1953). The dependent variable is often called the 'criterion' or 'predicted variable' where as the independent variables are called treatment, experimental or antecedent variable.

3.5 Independent Variables

The selected individual characteristics of the SAAOs were the independent variables for this study, namely, age, family size, annual family income, service length, job facilities, extension media contact, job satisfaction and problem confrontation.

3.5.1 Measurement of independent variables

The measurement of the independent variables is also an important task as well as their selection. In accordance with the objectives it was necessary to measure the eight selected independent variables.

3.5.1.1 Age

The age of a respondent was measured in terms of actual years from his birth to the time of interview on the basis of his response. A score of one (1) was assigned for each year of age.

3.5.1.2 Family size

Family size was operationally measured by assigning a score of one for each member of the family who jointly lived and together. The members included the respondent himself, his wife, children and other dependent members.

3.5.1.3 Annual family income

Annual family income of a respondent referred to the total earning by her/him and other members of her/his family from agriculture, livestock, poultry, fisheries, and other sources (service, business, daily wages by working, etc.) during a year. It was expressed in Taka. In measuring this variable, total earning of an individual respondent was converted into score. A score of one (01) was given for every one (01) thousand ('000') taka.

3.5.1.4 Service length

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

3.5.1.5 Job facilities

Job facilities were determined by asking 16 items and extent of availability of all these items were measured by using a 3 point scale. Weights were assigned to each of the item as follows:

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

Job facility score was computed for each respondent by summing up the weight of his/her responses against all the 16 items. Thus job facility score of a respondent could range from 0 to 32, where 0 indicates no job facilities and 32 indicates high job facilities.

3.5.1.6 Extension contact

Extension contact was defined as one's extent of exposure to different extension teaching methods. It was assumed that the more contact an individual would have with different extension teaching methods, the more would be the influence of extension education on him. In this study an extension contact score was computed for each respondent on the basis of the nature of his contact with thirteen extension teaching media. The scoring system for these above 10 extension contact media was as follows:

	Weights assigned
Nature of contact	
Regularly	3
Occasionally	2
Rarely	1
Not at all	0

Logical frequencies of visits were assigned to each of the five nature of contact. The weights obtained by a respondent for his contacts with all the above extension media were added together to get his extension contact score. Extension contact scores could range from 0 to 30, where 0 indicated no contact and 30 indicate highest contact with extension media.

3.5.1.7 Job satisfaction

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

Responses categories	Weight
Strongly agree	5
Agree	4
Neutral	3
Disagree	2
Strongly Disagree	1

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 50 where 0 indicate lowest satisfaction and 50 indicate highest job satisfaction.

3.5.1.8 Problem confrontation

To measure the problem confrontation 12 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 12 items were added together to his/her problem confrontation score. The problem score could range from '0' to 48 where '0' indicates no problem confrontation and 48 indicate highest problem confrontation.

3.6 Measurement of Job Performance

Job performance of the SAAO's was the dependent variable of the study. Job performance has been measured in this study by the average of self-rating (assessment by the SAAO him/herself) and supervisor ratings. A total 16

aspects of the job responsibilities were identified for assessment. These 16 aspects of job responsibilities of SAAO's were assessed by the SAAO him/herself. Same 16 aspects were rated by the supervisor (UAO) of the respected SAAO. In preparing the scale, the items were written in such a way that the rating person did not face any difficulty in understanding the meaning of items and giving their rating on each item properly. Weight was assigned to the responses as follows:

Response categories	**Weight**
Very High performance	4
High Performance	3
Medium performance	2
Low performance	1
Very low performance	0

The job performance score of a SAAO evaluated by adding up all the scores of all the 16 responses. Thus the job performance score of a respondent for a SAAO could range from 0 to 64 where '0' indicate very low performance and '64' indicate highest job performance.

3.7 Statement of the Hypothesis

In order to guide relevant data collection, analysis and interpretation of data, a set of hypothesis would be formulated for empirical testing. As defined by Goode and Hatt (1952), "Hypothesis is a proposition which can be put to test to determine its validity. It may seem contrary to, in accord with common sense. It may prove to be correct or incorrect. In any event, however, it leads to an empirical test." In broad sense, hypothesis may be divided into two categories, namely, research hypothesis (H_1) and null hypothesis (H_2). In studying relationships between variables an investigator first formulates research hypothesis which states anticipated relationships between the variables. On the other hand, for statistical test, it becomes necessary to formulate null hypothesis. A null hypothesis states that there is no contribution with the concerned variables. The following null hypothesis would be formulated to

explore the contribution of the selected characteristics of the SAAOs with their performance. "There is no contribution of the selected characteristics of the SAAOs to their job performance.

3.8 Collection of Data

The researcher herself collected data from the SAAOs by using the interview schedule. The interviews were conducted individually in the houses of the respondents during their leisure period. Prior information was given to the SAAOs before going to them for interviewing. The researcher took all possible care to establish rapport with them. While any respondent faced difficulty in understanding any question, the researcher took utmost care to explain the issue. He obtained excellent cooperation from the SAAOs and others concerned during the time of interview. The entire process of collecting data took 30 days from January 20 to February 21, 2021.

3.9 Data Processing

A detail coding plan was prepared. Data were coded into a coding sheet. These were then compiled, analyzed in accordance with the objectives of the study. Qualitative data were converted into quantitative form by means of suitable scoring techniques for the purpose of analysis.

3.10 Statistical Analysis

After completion of data collection the responses were coded, tabulated and analyzed according to the objectives of the study. Local units of measurement were converted in to standard units. The responses to the questions in interview schedule were transferred to a master sheet to facilitate tabulation. The analysis was performed using statistical treatment with SPSS computer package programme (Statistical Package for Social Sciences). Data collected from the respondents were analyzed and interpreted in accordance with the objectives of the study. The analysis of data was performed using statistical treatment with SPSS (Statistical Package for Social Science) computer program, version 20.

The statistical measures such as range, mean, standard deviation and percentage were used for describing both the independent and dependent variables. Tables were also used in presenting data for clarity of understanding. Initially, Linear multiple regressions analysis was run to determine the contribution of the selected characteristics of the SAAO to their job performance. Five percent (0.05) level of probability was used as the basis for rejection of any null hypothesis throughout the study. Co-efficient values significant at 0.05 level is indicated by one asterisk (*) and that at 0.01 level by two asterisks (**).

CHAPTER IV
RESULTS AND DISCUSSION

This Chapter deals with the result and discussion of present research work. Necessary explanations and appropriate interpretations have also been made showing possible and logical basis of the findings. However, for convenience of the discussions, the findings are systematically presented in the following sections.

4.1 Characteristics of the Sub Assistant Agriculture Officers

This section deals with the selected characteristics of the Sub Assistant Agriculture Officers which were assumed to be associated with the performance of the Sub Assistant Agriculture Officers. Different farmers possess different characteristics which are focused by his/her behavior. In this section eight characteristics have been discussed. The selected characteristics of the farmers were; age, family size, annual family income, service length, job facilities, extension media contact, job satisfaction and problem confrontation. Measuring unit, range, mean and standard deviations of those characteristics of the Sub Assistant Agriculture Officers were described in this section. Table 4.1 provides a summary profile of the Sub Assistant Agriculture Officers characteristics.

Table 4.1 Characteristics profile of the Sub Assistant Agriculture Officers

Sl. No.	Characteristics (with measuring unit)	Range		Mean	Standard deviation
		Possible	Observed		
01	Age (years)	Unknown	21 – 55	36.16	7.87
02	Family size	Unknown	2-6	3.84	0.98
03	Annual family income	Unknown	320-840	481.27	133.77
04	Service length (years)	Unknown	1-30	11.34	7.05
05	Job facilities (Score)	0-32	6 - 27	13.89	4.98
06	Extension contact (Score)	0-30	16 - 29	21.80	2.73
07	Job satisfaction (Score)	10-50	16–45	35.34	4.34
08	Problem confrontation (Score)	0-48	21– 45	34.35	5.55

4.1.1 Age

Age of the Sub Assistant Agriculture Officers varied from 21 to 55 years, the average being 36.16 years with the standard deviation of 7.87. According to their age, the respondents were classified into three categories as “young aged”, “middle aged” and “old aged”. The distribution of the Sub Assistant Agriculture Officers according to their age is shown in Table 4.2.

Table 4.2 Distribution of the SAAOs according to their age

Categories	Basis of categorization (year)	Respondents	
		Numbers	Percent
Young aged	Up to 35	43	50.6
Middle aged	36-50	36	42.3
Old aged	Above 50	6	7.1
Total		85	100

Data represented in Table 4.2 indicate that the young aged SAAOs comprised the highest proportion (50.6 percent) followed by middle aged category (42.3 percent) and the lowest proportion were made by the old aged category (7.1 percent). Data also indicates that the middle and young aged respondents constitute almost 92.9 percent of total respondents. The young and middle aged respondents were generally more involved in different activities than the old aged.

4.1.2 Family size

Family size scores of the SAAOs ranged from 2 to 6 with an average of 3.85 and standard deviation of 0.98. According to family size, the respondents were classified into three categories as shown in Table 4.3.

Table 4.3 Distribution of the SAAOs according to their family size

Categories	Basis of categorization (score)	Respondents	
		Numbers	Percent
Small family size	Up to 3	29	34.12
Medium family size	4-5	51	60.00
Large family size	Above 5	5	5.88
Total		85	100

Data contained in Table 4.3 indicates that 60.00 percent of the SAAOs had medium family while only 5.88 percent of them had large family and 34.12 percent of them had small family.

4.1.3 Annual family income

Annual income score of the respondents ranged from 320 to 840 (in thousands) with an average of 481.27 and standard deviation 133.77. On the basis of the observed scores, the respondents were classified into three categories (Mean ±0.5SD) as shown in Table 4.4.

Table 4.4 Distribution of the SAAOs according to their annual income

Categories	Basis of categorization ('000' tk.)	Respondents	
		Numbers	Percent
Low income	Up to 348	2	2.4
Medium income	349-614	67	78.8
High income	Above 614	16	18.8
Total		85	100

Data presented in Table 4.4 indicate that the highest proportion (78.8 percent) of the respondent to medium annual income, while (2.4 percent) had low annual income and (18.8 percent) had high annual income. As a result, the most (97.6 percent) of the respondents in the study area were medium to high annual income.

4.1.4 Service length

The service length of the Sub Assistant Agriculture Officers ranged from 1 to 30 with an average of 11.34 and standard deviation of 7.04. Based on the service length, the Sub Assistant Agriculture Officers were classified into three categories as small, medium and large service length as shown in Table 4.5.

Table 4.5 Distribution of the SAAOs according to their service length

Categories (years)	Basis of categorization (years)	Respondents	
		Numbers	Percent
Short service length	Up to 4	14	16.5
Medium service length	5-18	60	70.6
Large service length	Above 18	11	12.9
Total		85	100

Data furnished in the Table 4.5 indicated that the highest proportion (70.6 percent) of the Sub Assistant Agriculture Officers had medium service length consisting up to 4 years, while 16.5 percent of the Sub Assistant Agriculture Officers belonged to the category of short service length compared to 12.9 percent of them having large service length. The Table also revealed that 87.1 percent of the Sub Assistant Agriculture Officers belonged to the short to medium service length categories.

4.1.5 Job facilities

Job facilities of the Sub Assistant Agriculture Officers ranged from 6 to 27 with the mean of 13.89 and standard deviation of 4.98. On the basis of their job facilities, the Sub Assistant Agriculture Officers were classified into three categories as shown in Table 4.6.

Table 4.6 Distribution of the SAAOs according to their job facilities

Categories	Basis of categorization	Respondents	
		Number	Percent
Low job facilities	Up to 9	30	26.5
Medium job facilities	10 – 17	76	67.3
High job facilities	Above 17	7	6.2
Total		85	100

Data presented in the Table 4.6 demonstrated that highest proportion (67.3 percent) of the Sub Assistant Agriculture Officers had low job facilities compared to 26.5 percent of the Sub Assistant Agriculture Officers having medium job facilities and only 6.20 percent of the Sub Assistant Agriculture Officers had high job facilities. The findings indicated that overwhelming majority (93.8 percent) of the Sub Assistant Agriculture Officers had low to medium job facilities.

4.1.6 Extension contact

The observed extension contact scores of the Sub Assistant Agriculture Officers ranged from 16 to 29 against the possible range from 0 to 30, the mean and standard deviation were 21.80 and 2.73 respectively. According to this score, the respondents were classified into three categories: “low extension contact” (up to 19), “medium extension contact” (20-23) and “high extension contact” (above 23). The distribution of the Sub Assistant Agriculture Officers according to their extension contact is shown in Table 4.7.

Table 4.7 Distribution of the respondents according to their extension contact

Categories	Basis of categorization (Score)	Respondents	
		Number	Percent
Low extension contact	Up to 19	13	15.3
Medium extension contact	20-23	44	51.8
High extension contact	Above 23	28	32.9
Total		85	100

Data presented in the Table 4.7 showed that the highest proportion 51.8 percent of the Sub Assistant Agriculture Officers had medium extension contact compared to 15.3 percent of them having low extension contact and 32.9 percent of the Sub Assistant Agriculture Officers had high contact. Thus, overwhelming majority (84.7 percent) of the Sub Assistant Agriculture Officers had low to medium extension contact. Extension contact is a very effective and powerful source of receiving information about various new and modern

technologies. The status of having low and medium contacts might have significant impacts on the constraints on job performance.

4.1.7 Job satisfaction

Job satisfaction score of the respondents ranged from 16 to 45 against the possible range of 10–50 having an average of 35.34 and standard deviation of 4.33. On the basis of job satisfaction scores, the respondents were classified into three categories namely, ‘low’, ‘medium’ and ‘high’. The distribution of the respondents according to their job satisfaction is given in Table 4.8.

Table 4.8 Distribution of the SAAOs according to their job satisfaction

Categories	Basis of categorization (Score)	Respondents	
		Number	Percent
Low job satisfaction	Up to 31	11	12.94
Medium job satisfaction	32-39	62	72.94
High job satisfaction	Above 39	12	14.12
Total		85	100

Data of Table 4.8 show that the highest proportions (72.94 percent) of the respondents were in medium satisfaction category followed by 12.94 percent were in low job satisfaction category. Only 14.12 percent of the Sub Assistant Agriculture Officers were in the high job satisfaction category. The Table also revealed that 85.88 percent of the Sub Assistant Agriculture Officers belonged to the low to medium job satisfaction categories.

4.1.8 Problem confrontation

Problem means the threat or use of force to prevent, restrict, or dictate the action or thought of others. Problem defined by Matthew Arnold is the state of being checked, restricted, or compelled to avoid or perform some action. Problem faced, therefore, refers to the extent to which individual faces restricted situations about which something needs to be done. The scores of constraint of the respondents ranged from 21 to 45 against the possible range of 0–48 with an average of 34.35 and standard deviation of 5.55. Based on the observed scores of constraints faced, the respondents were classified into the three categories i.e. Low, Medium and High. The distribution of the SAAOs

according to their problems has been shown in Table 4.9.

Table 4.9 Distribution of the SAAOs according to their problems

Categories	Basis of categorization (Score)	Respondents	
		Number	Percent
Low Problems	Up to 29	16	18.8
Medium Problems	30-39	57	67.1
High Problems	Above 39	12	14.1
Total		85	100.0

Analysis of data contained in Table 4.9 revealed that the highest proportions (67.1 percent) of the Sub Assistant Agriculture Officers were in medium problem confrontation category, while 18.8 percent belonged to the low problem confrontation category. And 14.1 percent of the Sub Assistant Agriculture Officers were in the high problem confrontation category. The Table also revealed that 81.2 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

The score of job performance of the Sub Assistant Agriculture Officers assessed ranged from 39-64 against the possible range 0-64 and the mean was 52.29 with a standard deviation of 6.45. This indicates that the study group was moderately heterogeneous in terms of job performance. On the basis of their 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 4.10.

Table 4.10 Distribution of the SAAOs according to their job performance

Categories	Basis of categorization (Score)	Respondents	
		Number	Percent
Low job performance	Up to 46	18	21.2
Medium job performance	47-59	51	60
High job performance	Above 59	16	18.8
Total		85	100.0

Analysis of data contained in Table 4.10 revealed that the highest proportions (60 percent) of the Sub Assistant Agriculture Officers were in medium job performance category, while 18.8 percent belonged to the high job performance category, and 21.2 percent of the Sub Assistant Agriculture Officers were in the low job performance category. The Table also revealed that 78.8 percent of the Sub Assistant Agriculture Officers belonged to the medium to high job performance categories.

4.3 Contribution of the Selected Characteristics of the Sub Assistant Agriculture Officers to their job performance

In order to explore the contribution of the selected characteristics of the Sub Assistant Agriculture Officers to their job performance, full model multiple regression analysis was used which is shown in the Table 4.11.

Table 4.11 Multiple regression coefficients of contributing factors related to the Sub Assistant Agriculture Officers to their job performance

Dependent variable	Independent variable	β	ρ	R^2	Adj. R^2	F
Job performance of Sub Assistant Agriculture Officers	Age	0.015	0.934^{NS}	.462	.398	7.16
	Family size	0.001	0.989^{NS}			
	Annual family income	0.199	0.027*			
	Service length	0.035	0.831^{NS}			
	Job facilities	0.260	0.043*			
	Extension contact	0.343	0.002**			
	Job satisfaction	0.012	0.917^{NS}			
	Problem confrontation	-0.220	0.020*			

** Significant at $p < 0.01$; * Significant at $p < 0.05$ and NS= Non-significant

Table 4.11 showed that there was significant contribution of annual family income, job facilities, extension contact and problem confrontation of the SAAOs to their job performance. Extension contact was the most important contributing factors followed by job facilities and annual family income in positive direction. Problem confrontation of the SAAOs had negative significant contribution to their job performance. Other characteristics of the

SAAOs had no significant contribution to their job performance.

The value of R^2 is a measure of how of the variability in the dependent variable is accounted for the independent variables. So, the value R^2 (0.462) means that independent variables account for 46% of the variation in job performance of Sub Assistant Agriculture Officers. The F ratio is 7.16 which is highly significance ($p<.001$). This ratio indicates that the regression model significantly improved the ability to predict the outcome variable.

However, each predictor may explain some of the variance in job performance simply by chanced. The adjusted R^2 value penalizes the addition of extraneous predictors in the model. In summary, the models suggest that the respective authority should be considers the SAAOs' annual family income, job facilities, extension contact and problem confrontation on their job performance and in this connection some predictive importance has been discussed below:

4.3.1 Contribution of extension contact of the SAAOs to their job performance

The contribution of extension contact of the SAAOs to their job performance was measured by testing the following null hypothesis;

"There is no contribution of extension contact of the SAAOs to their job performance".

The following observations were made on the basis of the value of the concerned variable of the study under consideration.

a. The contribution of the extension contact was significance at 1% level (p=0.002).
b. So, the null hypothesis could be rejected.
c. The b-value of extension contact is (0.343). So, it can be stated that

as extension contact increase by one unit, job performance of Sub Assistant Agriculture Officers increases by 0.343 units. Considering the effects of all other predictors are held constant.

Based on the above finding, it can be said that increase of extension contact of the SAAOs increase their job performance.

4.3.2 Contribution of annual family income of the SAAOs to their job performance

The contribution of annual family income of the SAAOs to their job performance was measured by testing the following null hypothesis;

"There is no contribution of annual family income of the SAAOs to their job performance".

The following observations were made on the basis of the value of the concerned variable of the study under consideration.

a. The contribution of the annual family income was significance at 5% level (p=0.027).
b. So, the null hypothesis could be rejected.
c. The b-value of annual family income is (0.199). So, it can be stated that as annual family income increase by one unit, job performance of Sub Assistant Agriculture Officers increases by 0.199 units. Considering the effects of all other predictors are held constant.

Based on the above finding, it can be said that increase of annual family income of the SAAOs increase their job performance.

4.3.3 Contribution of job facilities of the SAAOs to their job performance

The contribution of job facilities of the SAAOs to their job performance was measured by testing the following null hypothesis;

"There is no contribution of job facilities of the SAAOs to their job performance".

The following observations were made on the basis of the value of the concerned variable of the study under consideration.

d. The contribution of the job facilities was significance at 5% level (p=0.043).
e. So, the null hypothesis could be rejected.
f. The b-value of job facilities is (0.260). So, it can be stated that as job facilities increase by one unit, job performance of Sub Assistant Agriculture Officers increases by 0.260 units. Considering the effects of all other predictors are held constant.

Based on the above finding, it can be said that increase of job facilities of the SAAOs increase their job performance.

4.3.4 Contribution of problem confrontation of the SAAOs to their job performance

The contribution of problem confrontation of the SAAOs to their job performance was measured by testing the following null hypothesis;

"There is no contribution of problem confrontation of the SAAOs to their job performance".

The following observations were made on the basis of the value of the concerned variable of the study under consideration.

a. The contribution of problem confrontation was significance at 5% level

(p=0.020).

b. So, the null hypothesis could be rejected.
c. The b-value of problem confrontation is (-0.220). So, it can be stated that as problem increase by one unit, problem confrontation of the SAAOs to their job performance decreases by -0.220 units. Considering effects of all other predictors are held constant.

Based on the above finding, it can be said that decrease of problem confrontation of the SAAOs increase their job performance.

CHAPTER 5
SUMMARY, 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

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

Age: The young aged SAAOs comprised the highest proportion (50.6 percent) followed by middle aged category (42.3 percent) and the lowest proportion were made by the old aged category (7.1 percent).

Family size: The highest 60.00 percent of the SAAOs had medium family while only 5.88 percent of them had large family and 34.12 percent of them had small family.

Annual family income: The highest proportion (78.8 percent) of the respondent to medium annual income, while (2.4 percent) had low annual income and (18.8 percent) had high annual income.

Service length: The highest proportion (70.6 percent) of the Sub Assistant Agriculture Officers had medium service length consisting up to 4 years, while 16.5 percent of the Sub Assistant Agriculture Officers belonged to the category of short service length compared to 12.9 percent of them having large service length.

Job facilities: The highest proportion (67.3 percent) of the Sub Assistant Agriculture Officers had low job facilities compared to 26.5 percent of the Sub Assistant Agriculture Officers having medium job facilities and only 6.20 percent of the Sub Assistant Agriculture Officers had high job facilities.

Extension contact: The highest proportion 51.8 percent of the Sub Assistant Agriculture Officers had medium extension contact compared to 15.3 percent of them having low extension contact and 32.9 percent of the Sub Assistant Agriculture Officers had high contact.

Job satisfaction: The highest proportions (72.94 percent) of the respondents were in medium satisfaction category followed by 12.94 percent were in low job satisfaction category. Only 14.12 percent of the Sub Assistant Agriculture Officers were in the high job satisfaction category.

Problem confrontation: The highest proportions (67.1 percent) of the Sub Assistant Agriculture Officers were in medium problem confrontation category, while 18.8 percent belonged to the low problem confrontation category. And 14.1 percent of the Sub Assistant Agriculture Officers were in the high problem confrontation category.

5.1.2 Job performance of Sub Assistant Agriculture Officers

The score of job performance of the Sub Assistant Agriculture Officers assessed ranged from 39-64 against the possible range 0-64 and the mean was 52.29 with a standard deviation of 6.45. The highest proportions (60 percent) of the Sub Assistant Agriculture Officers were in medium job performance category, while 18.8 percent belonged to the high job performance category. And 21.2 percent of the Sub Assistant Agriculture Officers were in the low job performance category. The Table also revealed that 78.8 percent of the Sub Assistant Agriculture Officers belonged to the medium to high job performance categories.

5.1.3 Contribution of the Selected Characteristics of the Sub Assistant Agriculture Officers to their job performance

Sub Assistant Agriculture Officers' annual family income, job facilities, extension contact and problem confrontation had significant contribution with their job performance. Of these, extension contact were the most important contributing factors (significant at the 1% level of significance) and Annual family income, facilities were (significant at the 5% level of significance) but problem confrontation were (significant at the 5% level of significance) negative significant contribution with job performance of Sub Assistant Agriculture Officers while coefficients of other selected variables don't have any contribution with their job performance. Rest of the variables like, age, family size, service length and job satisfaction of the Sub Assistant Agriculture Officers had no significant contribution with their job performance.

5.2 Conclusion

1. The job performance of the SAAOs was medium to be high. However, the overall job performance of the SAAOs indicated that, 21.2% had low, 60% had medium and the rest 18.8% 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 coefficient indicated that annual family income had significant positive contribution with the job performance of the SAAOs. So, it could be concluded that the facilities should be ensured to increase the annual family income of the SAAOs which will help to increase the job performance of the SAAOs.

3. A great majority (93.8 percent) of the SAAOs had low to medium job facilities. But there had significant positive contribution 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 coefficient indicated that extension media contact had significant positive contribution with the job performance of the SAAOs. So, it could be concluded that the facilities should be ensured to increase the extension media contact of the SAAOs which will help to increase the job performance of the SAAOs.

5. The problem confrontation score of the SAAOs had 81.2 percent medium to high categories. And, there had significant negative contribution 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.

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. The extension service should provide more facilities by arranging to visit other upazila, district and regions related to extension programme so that the SAAOs could get more exposure on various communication media

which will in turn help them in updating their knowledge.

3. As regards farmers' problem confrontation of SAAOs, it can be recommended that the immediate senior boss such as UAO and UAE should increase field visit with SAAOs to inspect the activity of SAAOs being undertaken, compare actual progress against agreed work programme and provide technical advice and assistance.
4. 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.
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.

5.3.2 Recommendation for further study

This study investigated the job performance of the Sub Assistant Agriculture Officers (SAAOs) of Tangail 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 three upazilas under Tangail 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 nine 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.

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Appendix -A

An English version of 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 OFFICERS OF TANGAIL DISTRICT IN BANGLADESH

Address of the respondent

Name of the respondent:

Serial no :

Block :

Union :

Upazila :

District :

Mobile:

(Please answer the following question)

1 Age

How old are you? Age .....years

2. Family size

How many members are there in your household including you? .....

3. Annual family income ……..…… (Tk.)

4. Service Length

Mention your service length

Service length……..Years.

5. 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 (2)**	**Available with difficulties (1)**	**Not at all available (0)**
01	Office			
02	Residence			
03	Transport			
04	Promotion			
05	Travel allowance			
06	Office stationary			
07	Office Furniture			
08	Farmer training			
09	Training materials			
10	Agricultural instrument			

11	Low cost technology			
12	Agricultural publication			
13	Inservice training			
14	Necessary fund			
15	Recration			
16	Others			

6. Extension contact

Please indicate the extent of your Communication by putting tick (√) any one of the four responses:

(a) Personal contact

Sl. no.	Place of visit	Extent of contact			
		Regularly (score-3)	**Occasionally (score-2)**	**Rarely (score-1)**	**Never (score-0)**
1	Dealer of Agricultural Commodities	4 or more times/month	3 times/month	1-2 times/month	0 time/month
2	Upazila Agriculture office (UAO/AAO/AEO)	6 or more times/month	3-5 times/month	1-2 times/month	0 time/month
3	Others Extension Officers (Livestock, Fisheries etc.)	3 or more times/month	2 or more times/month	1 or more times/month	0 time/month

(b) Group contact

Sl. no.	Place of visit	Extent of contact			
		Regularly (score-3)	**Occasionally (score-2)**	**Rarely (score-1)**	**Never (score-0)**
1	Group discussion	4 or more times/month	3 or more times/month	1-2 times/month	0 time/month
2	Field day	3 or more times/year	2 or more times/year	1 or more times/year	0 times/year
3	Result discussion	3 or more times/year	2 or more times/year	1 or more times/year	0 times/year

(c) Mass media

Sl. no.	Place of visit	Extent of contact			
		Regularly (score-3)	**Occasionally (score-2)**	**Rarely (score-1)**	**Never (score-0)**
1	Radio	3 or more times/week	2 or more times/week	1 or more times/week	0 times/week
2	Television	3 or more times/month	2 or more times/month	1 or more times/month	0 times/month
3	News paper	3 or more times/month	2 or more times/month	1 or more times/month	0 times/month
4	Agriculture fair	3 or more times/year	2 or more times/year	1 or more times/year	0 times/year

7. 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 (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
01	I get appropriate recognition from the colleagues and farmers of the area for the good work that I do					
02	I feel pleasure by working as a SAAO					
03	I feel that the work I am doing bring more benefit to the farmer of my area					
04	I think that my job as a SAAO quite enjoyable as a result of which I never feel bored					
04	Work as a SAAO in rural area is not less important in comparison to other field worker					
06	I am satisfied when there will be reward for good work					
07	I am satisfied if there will be honesty, seniority and neutrality in case of promotion					
08	I am encouraged if there is provision of punishment in case of absent from the Station and negligence from the service					
09	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					

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 (4)	High (3)	Medium (2)	Little (1)	Not at all (0)
1	Limited scope of promotion					
2	No incentive for successful job performance					
3	Lack of accountability					
4	Posted near home					
5	Lack of supervision by the high officials					
6	Poor relation with the supervisory officer					
7	Political influence					
8	Ineffective training					
9	Problem of transport for traveling					
10	Lack of extension training					
11	Frequent transfer					
12	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 (4)	High (3)	Medium (2)	Low (1)	Very low (0)
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	Monitoring and evaluation of extension program within the block					
6	Maintaining a daily note book					
7	Reporting farmers problem and needs regularly					
8	Ability of diffusion of innovation of agricultural technology					
9	Motivate the farmers for cultivating HYV of crops					
10	Establishment of demonstration plot					
11	Timely organize and manage group meeting					
12	Proper suggestion at the time of disease infection					
13	Proper suggestion at the time of pest infestation					
14	Suggestion for irrigation and drainage					
15	Timely organize and manage farmer's rally and field day					
16	Behave with the farmers					

Thank you for your co-operation.

Signature of the interviewer