

**PERFORMANCE OF SAAO AS A PROFESSIONAL LEADER**

**BY**

**RAJIB BOSE**

Sher-e-Bangla Agricultural University

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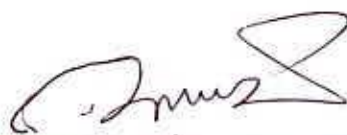


**Prof. Md. Shadat Ulla**

Supervisor

Agricultural Extension and Information System

SAU, Dhaka



**Prof. Dr. Md. Rafiquel Islam**

Co-Supervisor

Agricultural Extension and Information System

SAU, Dhaka



**Prof. Dr. Md. Rafiquel Islam**

Chairman

Examination Committee



*Dedicated to  
My  
Beloved Parents*



**DEPARTMENT OF AGRICULTURAL EXTENSION  
AND INFORMATION SYSTEM**  
Sher-e-Bangla Agricultural University  
Sher-e-Bangla Nagar, Dhaka-1207

Memo No: SAU/

**CERTIFICATE**

This is to certify that the thesis entitled "**Performance of SAAO as a Professional Leader**" submitted to the Faculty of Agriculture, Sher-e-Bangla Agricultural University, Dhaka, in partial fulfillment of the requirements for the degree of **Master of Science in Agricultural Extension and Information System**, embodies the result of a piece of bona tide research work carried out by **Rajib Bose**, Registration No. 05-1632 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. Md. Shadat Ulla**

Supervisor

and

Professor

Department of Agricultural Extension and Information System  
Sher-e-Bangla Agricultural University  
Sher-e-Bangla Nagar, Dhaka-1207.

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## ABSTRACT

The main objective of the study were to determine and describe the performance of Sub Assistant Agricultural Officer (SAAO) as a professional leader and to determine and describe the selected characteristics of SAAO and to explore the relationship between performance of SAAO as a professional leader and their selected characteristics. Data were collected personally by the researcher himself from the sample by using interview schedule. Data collection was started on 15<sup>th</sup> January completed on 24<sup>th</sup> March mainly from Mirshari, Daudkandi, Madaripur and other Upazilas of Chittagong division. Service length had significant positive relationships with the performance of SAAO as a professional leader. Job facilities had significant positive relationships with the performance of SAAO as a professional leader. The medium job facilities constitute the highest proportion (40 percent) followed by low job facilities (38 percent) and high job facilities (25 percent). These facts lead to the conclusion that with the increase of job facilities performance of SAAO as a professional leader also increased.



## CHAPTER 1 INTRODUCTION

### 1.1 General Background

Bangladesh is an agro based country with an area of 147,570 square kilometer and 14.1 million hectares of crop land with cropping intensity of 184 percent (Arlon., 2006). About 21.20 percent of the Gross Domestic Product (GDP) comes from agriculture sector (BBS, 2008). Every year the country is badly affected by the adverse environmental disasters, such as low rainfall, drought, extreme temperature, flood, tornado and other natural hazards. Very recently the country was affected by the SIDR, Nargis and Aila that grasped crops, livestock and other resources. Frequent natural disaster is the main cause of loss of lives, damage of infrastructure and economic assets that adversely impacts on lives and livelihoods, of the people.

To meet the increasing demand of food, shelter and fuel for the increasing population men manipulate nature with the passage of time. Gradually- more pressure was exerted to exploit the resources of nature to satisfy ever-increasing requirements of human beings. With the advent of technology and the growing population, man started to manipulate all the available resources on earth without thinking the laws of nature. For achieving rapid progress of civilization, forests were destructed, urban areas were expanded, industries were incepted; as a result of which soil, water, air were polluted with harmful and noxious materials. All these activities done by men have led to a widespread exploitation of environment causing almost unrecoverable damage to it. On the other hand, extensive alteration of natural landscape has taken place through agriculture, dams, embankments, polders,

canals, roads, highways, railways, etc. which also created several environmental and ecological problems.

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. Therefore, the prerequisite for agricultural development is the communication of the benefit and know-how of improved agricultural practices among the farmers so that they move forward to use them in crop production..

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 . 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 (SAAOs) are the field level professional leader of DAE and play a vital role in disseminating agricultural innovations or practices among the farmers as a professional leader. As SAAOs 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. Moreover, extension programs would be highly acceptable if there is opportunity for participation in the programs.

The tasks to inform, teach and motivate farmers about the improved agricultural practices, popularly known as agricultural extension, entrusted to the Department of Agricultural Extension (DAE). For carrying on extension educational program, DAE has one Sub-assistant Agricultural Officer for a

block and he/she has to look after on an average 900 farm families. It is difficult for an extension worker alone to discharge their duties effectively among such a large number of farmers. However, the success of extension education rendered by DAE depends upon how the SAAOs show their performance as a professional leader to the farmers in respect of their advisory and technical responsibilities. Experimental studies showed that bringing about the change of client's attitude is the most challenging task and is positively related to the personality if a client perceives that a change agent possesses relatively higher personality than various other sources and channels, the client can be expected to receive more messages that change agent. 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 mentioned facts and socio-economic condition of the the farmers of our country the researcher felt a keen interest to conduct a study entitled “ Performance of SAAO as a professional leader”

## **1.2 Statement of the Problem**

Sub-Assistant Agricultural Officer (SAAO) is generally working in Block level at Union under Upazila Agricultural Office. 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. Exposure to information pertaining to different aspects of agriculture is very essential for the farmers.

Technology generation and its adoption are very much of paramount importance for the improvement of agricultural production. For that the

leadership of SAAO as a professional leader is an important one. To expand the cultivation of modern and high yielding crop in the country, the performance of SAAO would be significantly contributory to design appropriate programs for widespread development of agriculture. In this regard, the answers to the following questions were supposed to be very much pertinent:

- 1) What is the extent of the performance of SAAO as a professional leader?
- 2) What characteristics of the SAAO are responsible for their professional leadership?
- 3) What relationships exist between the SAAO selected characteristics and their performance as a professional leader?

These questions obviously inspired the researcher for conducting a research study entitled “Performance of SAAO as a professional leader”.

### **1.3 Specific objectives of the study**

- 1) To determine and describe the performance of SAAO as a professional leader
- 2) To determine and describe the selected characteristics of SAAO.

The selected characteristics are,

- i Age
- ii. Level of education and academic achievements
- iii. Family size
- iv. Service length
- v. Training home and abroad
- vi. Media contact
- vii. Farmers problems awareness
- viii. Job facilities
- xi. Job satisfaction



3. To determine the relationship between performance of SAAO as a professional leader and their selected characteristics.

#### **1.4 Justification of the Study**

To increase agricultural production it is necessary to get information by the farmers related to new technology. 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 their personal, economic, social and psychological characteristics. Exposure to information that was led by SAAO for dissemination pertaining to different aspects of agricultural production is very essential for the farmers. Technology generation and its adoption are very much important for successfully practicing innovative technology for agricultural cultivation. At this end, the SAAOs need to come in contact with various communication media for dissemination new and proved agricultural related technology for collecting necessary information which depends on their performance and leadership.

But only a few researches home and abroad have conducted on this fundamental research topic. Considering the above facts in view and the practical usefulness of it the present researcher has become keenly interested to undertake the research entitled-“Performance of SAAO as a professional leader”.

#### **1.5 Scope of the Study**

The main focus of the study was to determine the performance of SAAO as a professional leader. The findings of the study would be specifically applicable to Bangladesh context. The investigator believes that the

findings of the study would reveal the phenomenon related to diffusion of innovation. These would be of special interest to the policy makers and planners in formulating and redesigning the extension programs especially for SAAOs. 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.

### **1.6 Assumptions of the Study**

An assumption is the supposition that an apparent fact or principle is true in the light of available evidence (Goode and Hatt, 1952). The researcher had the following assumptions in mind while undertaking this study:

- 1) The SAAOs included in the sample were capable of providing proper answer to the questions exerted in the interview schedule.
- 2) Data collected through interview schedule were free from bias.
- 3) The responses furnished by the respondents were reliable and realistic.
- 4) Views and opinions furnished by respondents included in the sample were representative views about performance as a professional leader.
- 5) The respondents were more or less conscious about their performance as a professional leader.

### **1.7 Limitations of the Study**

Considering the time, money and other necessary resources available to make the study manageable and meaningful, it was necessary to consider the following limitations :

- 1)The study was confined mainly to the performance of SAAO as a professional leader.

- 2) The study was administered all over the upazilas of Chittagong division and Madaripur district but there were some upazilas from where no information could be collected.
3. The characteristics of SAAO are many and varied but only 10 characteristics were selected for investigation in this study.
4. Population of the study includes only the SAAO of Chittagong division.
5. The researcher was dependent on the data furnished by the SAAO.
6. The sample of population was drawn from only the returned filled up interview schedule.

### **1.8 Statement of Hypothesis**

As defined by Goode and Hatt (1952) "A hypothesis is a proposition which can be put to a test to determine its validity. It may seem contrary to, or in accord with common sense. It may prove to be correct or incorrect. In any event, however, it leads to an empirical test"

The following hypothesis is formulated to explore the relationship between the dependent and independent variables. The major research hypothesis for the study is "There is relationship between performance of SAAO as a professional leader and their selected characteristics including age, level of education and academic achievements, family size, service length, training home and abroad, media contact, farmers problems awareness, job facilities, job satisfaction.

The research hypothesis was converted into null form for the purpose of statistical testing. The major null hypothesis states that "There is no relationship between performance of SAAO as a professional leader and their selected characteristics". Ten null hypotheses were formulated concerned with each of the selected characteristics.



## **1.9 Definition of Key Terms**

Certain terms had been used in this research which were defined and interpreted as follows for clarity of understanding.

### **Respondents**

Randomly selected people considered to be representable of the population of the study for a social survey are known as respondents. They are the people from whom a social research worker usually gets most data required for his research. In this study the respondents were the SAAOs.

### **Variable**

A variable is something which varies. More specifically, variables are those attributes of objects, events, things and beings which vary and can be measured.

In other words variables are the characteristics or conditions that can be observed, manipulated or controlled by the researcher. Some of the characteristics of SAAOs are age, level of education and academic achievements, family size, service length, training home and abroad, media contact. farmers problems awareness, job facilities, job satisfaction.

### **Assumption**

An assumption is "The supposition that an apparent fact or principle is true in the light of the available evidence" (Goode and Hatt. 1952).

## **Hypothesis**

Defined by Goode and Hatt (1952), a proposition this can be put to "a test to determine its validity" It may be true or false, it may seem contrary to or in accord with common sense. However, it leads to an empirical test.

## **Null hypothesis**

The hypothesis which we pick for statistical test is null hypothesis (Ho). In this study the null hypothesis is stated that there is no relationship between the concerned variables.

## **Innovation**

An innovation is an idea or practice perceived as new by the individual It is the newness of the idea to the individual that determines his reaction to it.

## **Sub-Assistant Agricultural Officer**

Frontline extension workers of Department of Agricultural Extension (DAF) are known as Sub-Assistant Agricultural Officer (SAAO). They inspire the farmers in rural areas to increase agricultural production by using modern agricultural innovations. They communicate extension message to the farmers and motivate them to adopt innovation.

## **Age**

Age of SAAO has been defined as the period of time from his/her birth day to the time of interview.

## **Academic achievements**

Academic educations for adults can be defined as types of education that involves attainment of credit in a number of courses, is systematic and

cumulative, and leading to a certificate, a diploma or a degree. In this study academic achievements are solely concerned with SAAOs. An academic achievements score of an individual was computed on the basis of name of exam and result of exams.

### **Family size**

It referred to the total number of members of the respondents family who jointly live and eat together and share each other's income.

### **Training exposure**

Training exposure referred to organized instruction aimed at improving knowledge, skill and attitude of upazila extension officer that they can perform his/her functions more effectively. Training experience referred to number of days the respondents received training in different aspects of agriculture from home and abroad.

### **Job satisfaction**

Job satisfaction means the extent of satisfaction or displeasure or frustration derived by an individual with his or her job content and environment of work. The degree of satisfaction of SAAO related to the various aspects of their job such as accomplishments in job, supervision advancement opportunity, and scope for using personal initiative, pay and enjoyment from works.

### **Performance**

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



## **CHAPTER 2**

### **REVIEW OF LITERATURE**

This chapter deals with the review of past research works that relates to this investigation directly or indirectly. Despite frantic search, the researcher found only a few literatures related to this study both in Bangladesh and in abroad. The researcher came across with some expert opinions and has tried his best to collect needful information through searching relevant studies, journals, periodicals, bulletins, leaflets, internet etc. These enhanced the researcher's knowledge for better and clear understanding of the present study. This chapter has been presented in four sections as follows:

Section 1 : Concept and definition of performance

Section 2: Relationship between different characteristics and performance

Section 3: The development of conceptual framework of the study

#### **2.1 Concept and definition of performance**

Job performance is to the degree of success on 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.

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 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 job areas, namely, education, supply and service, supervision, administration and organization, planning and evaluation. Those were specified on the basis of job assignments mentioned in the state 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 performance of SAAO as a professional leader 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 performance.

## **2.2 Relationship between different characteristics and performance**

### **2.2.1 Age and performance**



Axin (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 performance of the beginning male country extension agents both as perceived by the agents themselves as well as district leaders.

Andersone *et ul.* (1964) pointed that in many cases the performance of older Workers differ froth that of the younger ones.

Azad (2000) found that no significant relationship between age and job performance of Female Block Supervisors.

Depositario (1973) and Qureshi (1976) didn't find any relationship between age and role performance of their respondents.

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 (198 I ) in the Laguna Province of the Philippines revealed that age of the Barangay Council Officials had significant and positive effect on their job 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 the 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 a 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 Supervisor 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 District in Maharashtra on the role of personal characteristics in the job effectiveness of village level workers. They found that 75 percent of VLWs were young persons of less than 35 years Age of the VLWs however, did not influence their job effectiveness.

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

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

Talukder (1994) 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 Level of education and performance**

Anand and Sohal ( 1981) reported that the relationship between educations of the scientists and their lob performance was positive.



The study of Collison and Cooney (1906) supported the view that there was no relationship of education with role performance.

Dilla (1979) found that educational attainment was inverse related to quality of job performance of Farm Management Technicians.

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

Kherde (1971) found that the relationship between the actual educational level of village level workers and their role performance was negatively significant at 0.05 level of probability.

Khered and Sahavu (1972) in their combined study concluded in two intensive agricultural district programme (IADP) districts of India found that education level of village level workers was negatively associated with their role performance.

Karim (1990) in his study observed a positive significant relationship between level of education of the Subject Matter Officers and their job performance.

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

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

Qureshi (1976) indicated that the less educated Field Assistant in Agricultural Development of Azad Kashmir tend to be low performers. This trend of association, however, was not statistically significant.

Rahudkar (196?) found that the village level workers having higher secondary course fell in the most effective group and those below higher secondary standard were mostly in the least effective group while graduates were found to be the mediocre.

Rizvi (1967) concluded that the matriculate Gram Sevikas had better understanding in all ten (10) job area as compared to those who were not matriculated.

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

Sengupta (1963) found that the matriculate and higher secondary passed village level workers fulfill the job requirements. Sengupta (1963) again observed that general education alone was not a decisive factor in the effectiveness of village level worker.

Salvi and Dudhani (1967) studied the role of personal characteristics in the job effectiveness and found that the village level workers with relatively higher educational status tend to be effective in their job.

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

Shamsul and Saitul ( 1997) conducted a study on job performance of BSs and found a significant relationship between levels of education 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.

Yupakom (1972) in his study found that educational attainment of Farm Management Technicians (FMT) showed significant relationship with performance of certain functions. The higher education level group tended to fare better than those with lower education levels.

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

### **2.2.3 Family size and performance**

Karim (1990) observed a significant relationship between family size of the SMOs and their job performance.

Mahboob *et. al.* (1978) found no significant relationship between the family size of the field extension workers of Bangladesh and their job performance while Islam (1981) reported that family size 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 family size and job performance by chi-square test at 5% level.

While conducting a study in Andhra Pradesh. Ram *et. al.* ( 1987) observed that family size had substantial direct but comparatively less positive indirect effect on scientific productivity of the Agricultural scientists of Agricultural University.

#### 2.2.4 Service length and performance

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

Bhatia and Sandhu (1975) found that the experience of the Village Level Workers in the same Blocks was positively related with their job effectiveness. This may be due to the fact that longer tenure in the same Blocks enables the VLW to better understand his clientele and the problem of the area.

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 indicators 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.



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

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

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

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

#### **2.2.5 Training exposure and performance**

Islam (1981) reported that the level of job performance of the Barangav Council Officials would increase if they are subjected to systematic and effective training programmes on subject matter areas affecting community life. It is the number or kinds of training programmes, rather than the duration of training programmes that is more important in increasing their job performance. It is obvious that the training programmes need to be job related.

Karim (1990) found a significant positive relationship between in-service training and job performance of SMOs.

Narayana (1980) reported that periodical and monthly workshops, and fortnightly functionaries and had provided better opportunities to acquire the needed skills of the technology.

While conducting a study in Andhra Pradesh, Rani *et. al.* (1987) observed that training had substantial direct but comparatively less positive indirect effect

on scientific productivity of the agricultural scientists of Agricultural University.

Veerabhadraiah (1983) in India found no significant relationship between the training in administration and management, and the job involvement job performance of the Deputy Directors and Assistant Directors of Agriculture.

### **2.2.6 Media contact and 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. training sessions had increased the technical competency of extension

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.

### **2.2.7 Farmers' problem awareness and performance**

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

Shainsul 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

### **2.2.8 Job facilities and performance**

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

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

### **2.2.9 Job satisfaction and performance**

Islam (1981) undertook a research on the job performance and job satisfaction of the Baranay Councils 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.

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

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.

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

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

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.

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

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

## **2.4 Conceptual Framework**

In scientific research, selection and measurement of variables constitute an important task. The hypotheses of a research while constructed properly consist at least within two important elements i.e. 1. a dependent variable and 2. an independent variable. A dependent variable is that factor which appears, disappears or varies as the researcher introduces, removes or varies the independent variables (Townsend, 1953). An independent variable is that factor which is manipulated by the researcher in his attempt to ascertain



its relationship to an observed phenomenon. Generally, variables together are the causes and the phenomenon is effect and thus, there is cause effect relationship everywhere in the universe.

The conceptual framework of Rosenberg and Hovland (1900) was kept in mind while making structural arrangements for the dependent and independent variables. This study is concerned with the Performance of SAAO as a professional leader. Thus, the performance of the SAAO as a professional leader was the dependent variable and subsequently 10 selected characteristics of the SAAO were considered as the independent variables of the study. Performance of SAAO as a professional leader of an individual may be affected through interacting forces of many independent variables. Considering time and resources it is not possible to deal with all independent variables in a single study at a time. It was therefore, necessary to limit the independent variables. For this study age, level of education and academic achievements, family size, service length, training home and abroad, media contact, farmers problems awareness, job facilities, job satisfaction and leadership style included for this study as independent variables.

Considering the above mentioned discussion, a conceptual framework has been developed for this study entitled Performance of SAAO as a professional leader, which is diagrammatically presented in the following Figure 2.1.



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**Independent variables**

**Dependent variables**

- ❖ Age
- ❖ Level of education and academic achievements
- ❖ Family size
- ❖ Service length
- ❖ Training at home and abroad
- ❖ Media contact
- ❖ Farmers problems awareness
- ❖ Job facilities
- ❖ Job satisfaction



Performance of SAAO as a professional leader

**Figure 2.1 The conceptual framework of the study**

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## **CHAPTER 3**

### **METHODOLOGY**

Methodology deals with the methods and procedures for collection and analysis of valid information that gives emphasis on measurement of concerned variables. It is impossible to conduct research work smoothly without proper methodology and it is very difficult to address the objectives with a scientific manner. It requires a very careful consideration on the part of the researcher to collect valid and reliable data and to analyze the same for meaningful conclusion. A sequential description of the methodologies followed in conducting this study has been presented below

#### **3.1 Locale of the study**

Chittagong division and Madaripur district were constituted to be the study area. Upazila of Chittagong division were randomly selected which constituted the locale of the study. Most of information collected from the madaripur sadar upazilla, Daudkandi Upazila under Chittagong division.

#### **3.2 Sample size**

Sub Assistant Agricultural Officers (SAAOs) of the selected Upazilla Constituted the population of the study .Total 325 copies of interview schedule were sent to 325 SAAOs. All the respondent SAAOs did not return duly filled up interview schedule. Only 132 officers returned their interview schedule . But 26 of them were excluded for sending them very late or there were limitation of information. Therefore, the sampling size became 105. Most of samples are collected from the Madaripur sadar Upazila and Daudkandi Upazila under Chittagong division.

### **3.3 The Research Instrument**

A well structured interview schedule was developed based on objectives of the study containing direct and simple questions in closed form keeping in view the dependent and independent variables of the study. Appropriate scales were developed to measure both independent and dependent variables.

The interview schedule was pre-tested with ten SAAOs in actual situation before finalized it for collection of data. Necessary corrections, additions, alternations, rearrangements and adjustments were made in the interview schedule based on pretest experience. The interview schedule was then multiplied by printing in its final form. A copy of the interview schedule is presented into Appendix 1.

### **3.4 Data Collection Procedure**

The researcher sent the interview schedules to SAAOs by . After completion of the filling up of the interview schedules providing necessary information it was came back to the address of researcher. Out of 325 set only 132 interview schedules were sent back. Otherwise no serious problem was faced by the investigator during data collection rather obtained cooperation from the respondents. Data collection was collected 15<sup>th</sup> January to 24<sup>th</sup> March 2011.

### **3.5 Measurement of variables**

The variable is a characteristic, which can assume varying, or different values in successive individual cases. A research work usually contains two variables viz. independent and dependent variables. An independent variable is that which is manipulated by the researcher in his attempt to ascertain its relationship to an observed phenomenon. A dependent variable is that factor which appears, disappears or varies as the researcher introduces, removes or varies the independent variable (Townsend, 1953). In the

scientific research, the selection and measurement of variable is a significant task. According to this conception, the researcher reviewed literature to understanding about the natures and scopes of the variables relevant to this research. Finally, the researcher selected 10 independent and one dependent variable. The independent variables were age, level of education and academic achievements, family size, service length, training home and abroad, media contact, farmers problems awareness, job facilities, job satisfaction and leadership style. The dependent variable was the performance of the SAAO as a professional leader. The methods and procedures in measuring these variables are presented below:

### **3.6 Measurement of independent variables**

The 9 characteristics of the respondents SAAOs mentioned above constituted the independent variables of this study. The following procedures were followed for measuring, the independent variables.

#### **3.6.1 Age**

Age of respondent SAAOs was measured by the period of time from their birth to interview and it was measured in terms of complete years on the basis of their response. A score of one 1 was assigned for each year age.

#### **3.6.2 Level of education and academic achievements**

Level of education and academic achievement of SAAOs was measured by considering his/her performance in examinations of Schools/College/ Technical Institutions of Bangladesh. An academic achievement score of an individual was computed on the basis of name of examinations and results of examinations.

The result obtained in each examination for the corresponding course was scored in the following manner:

<u>Result obtained</u>	<u>Sub-score</u>
1 <sup>st</sup> class/Division /A <sup>+</sup> /A	3
2 <sup>nd</sup> class/Division /B <sup>+</sup> /B	2

### **3.6.3 Family size**

The family size of a respondent was measured in terms of actual number of members in his/her family including himself/herself, spouse, children, brothers, sisters, parents and other person who jointly live and ate together during the period of interviewing.

### **3.6.4 Service length**

Service length of respondent SAAOs was measured by the period of time from their starting of service to interview and it was measured in terms of complete years on the basis of their response. A score of one (1) was assigned for each year service length.

### **3.6.5 Training home and abroad**

Training home and aboard of SAAO was measured in terms of total number of days participated in all of the in-service training. One score was assigned for each day of inservice training whether it is at home or in aboard. Score of training home and abroad were added together.

### **3.6.6 Media contact**

Media contact of SAAO was measured by computing media contact score. Here 17 media were found and a total of 6 group related to media contact statements were used for the calculation of media contact. 9, 3, 2 sub statements were considered for item 1<sup>st</sup> · 2<sup>nd</sup> and 3<sup>rd</sup> , respectively. Each SAAO was asked to indicate his/her degree of media contact. Extent of media contact was categorized with continuative degree as regularly, oftenly, occasionally, rarely and never with assigned score 4, 3, 2, 1 and 0,

respectively. For every item, weights were assigned to the 5 alternative responses were as follows:

<u>Item</u>	<u>Weights</u>
Regularly	4
Oftenly	3
Occasionally	2
Rarely	1
Never	0

Media contact score of SAAO was determined by summing the weights for their 17 media under 6 group. Thus, media contact to 68, where 0 score indicated no media contact and 68 indicates very high media contact.

### **3.6.7 Farmers problem awareness**

Farmers problem awareness of SAAO was measured by computing farmers problem awareness score. A total of 16 items related to farmers problem awareness statements were used for the calculation of farmers problem awareness. Each SAAO was asked to indicate his; her extent of problem awareness. Extent of problem awareness was categorized with continuative degree as very high, high, medium, little and not at all aware with assigned score 4, 3, 2, 1 and 0, respectively.

### **3.6.8 Job facilities**

A total of 15 job facilities items with others were listed to measure the extent of job facilities. The score were assigned on the basis of job facilities were not at all available, available with difficulties and easily available and score assigned as follows: Not at all available ,available at difficulty,easily available with assigned score as 0,1 and 2

Job facilities score of SAAO was determined by summing up the weights for their responses to all the 15 items. Thus, job facilities scores could range from 0 to 30, where 0 score indicates no job facilities and 30 indicates high job facilities.

### 3.6.9 Job satisfaction

A total of 11 job items were listed to measure the extent of job satisfaction. The score were assigned on the basis of degree of job satisfaction of highly, satisfied, fairly satisfied, dis-satisfied and highly dis-satisfied and scores were assigned as follows:

<u>Extent of job satisfaction</u>	<u>Weights</u>
Highly	4
Satisfied	3
Fairly satisfied	2
Dis-satisfied	1
Highly dis-satisfied	0



Job satisfaction score of SAAO was determined by summing up the weights for their responses to all the 11 items. Thus, job satisfaction scores could range from 0 to 44, where 0 score indicates no job satisfaction and 44 indicates high job satisfaction.

### 3.7 Measurement of dependent variable

Performance of SAAO as a professional leader was measured by computing extent of performance score. A total of 2 dimension related to performance i.e. job and personality related statements were used for the calculation of performance as professional leader. Twenty and 11 statements were considered for



Each SAAO was asked to indicate his/her extent of performance as professional leader each statements labelled as degree very high, high, medium, low and very low with a signed score 4, 3, 2, 1 and 0 respectively. Addition of both job and personality scores were the performance of SAAO as a professional leader.

### **3.8 Hypothesis of the study**

In the present study the following, null hypotheses were formulated:

"There are no relationships between 10 selected characteristics and performance of SAAO as a professional leader".

### **3.9 Collection of data**

The investigator himself collected data with mail communication using courier services on the basis of objectives to test the hypothesis.

### **3.10 Data processing**

For data processing and analysis the following steps followed:

#### **3.10.1 Compilation of data**

After collection of 105 interview schedule that were compiled, tabulated and analyzed according to the objectives of the study. In this process all the responses in the questionnaire were given numerical coded values. The responses to the question in the questionnaire were recorded and transferred to a master sheet to facilitate tabulation. Tabulation was done on the basis of categories developed by the investigator himself.

#### **3.10.2 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.

### **3.11 Data analysis**

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 relationship of the selected characteristics of the SAAO with the performance as professional leader Pearson Product Moment Correlation Was used. Five percent (0.05) level of probability was used as the basis for rejecting any null hypothesis.



## CHAPTER 4

### RESULTS AND DISCUSSION

The findings that were recorded in accordance with the objectives of the study were presented in this chapter. The chapter contains study findings and possible interpretation of the recorded information. The chapter has three (3) sections. The first section deals with the characteristics of the respondent SAAOs. The second section deals with the performance of SAAO as a professional leader. The third section deals with the relationship between individual characteristics of the respondents SAAO with the performance of SAAO as a professional leader.

#### **4.1 Characteristics of the respondents SAAO**

Different interrelated characteristics of the respondents that influence the performance of SAAO as a professional leader were presented under the following headings. It was therefore, hypothesized that the characteristics of the respondents under the study would have an effect on the performance of SAAO as a professional leader. However, the most important features of ten selected characteristics of the respondent SAAOs such as age, level of education and academic achievements, family size, service length, training home and abroad, media contact, Farmers problems awareness, job facilities, job satisfaction and leadership style are presented and discussed below:

##### **4.1.1 Age**

The age of the respondent SAAOs, ranged from 24 to 49 years with the mean and standard deviation were 38.88 and 7.255 respectively. Considering the observed age the respondents were classified into two categories namely 'young', 'middle'. The distribution of the respondent SAAO on the basis of their age is presented in Table 4.1.

**Table 4.1 Distribution of the respondents according to their age**

Categories of respondents according to their age	Respondents		Mean	Standard deviation
	Number	Percent		
Young aged (24-35)	38	36.2	38.88	7255
Middle aged (35-49)	67	63.8		
Total	105	100		

Table 4.1 indicates that the middle aged group of respondents constituted the highest proportion (63.8 percent) . On the other hand, the lowest (36.2 percent) proportion constituted old aged category.

#### **4.1.2 Level of education and academic achievement**

The education score of the respondents ranged from 4 to 9 with the mean and standard deviation of 6.04 and 1.344, respectively. Based on their education, the respondents were classified into three categories such as highly educated, moderately educated and educated. The distribution of the respondents according to their education is presented in Table 4.2.

**Table 4.2 Distribution of the respondents according to their level of education**

Categories of respondents according to their score of education	Respondents		Mean	Standard deviation
	Number	Percent		
Highly educated (above 7)	15	14.28	6.04	1.344
Moderate educated (5-7)	78	74.285		
Educated (below 5)	12	11.428		
Total	105	100		

Table 4.2 shows that highest (74.285percent) of the respondents had moderately educated followed by 14.28 percent and 11.428 percent highly

educated and educated education, respectively. Among the respondent about 74.285 percent of the respondents were moderately educated. So, it is expected that educated person would have a leadership quality as a professional leader.

### 4.1.3 Family Size

Family size of the respondents ranged from 2 to 6 with the mean and standard deviation of 4.22 and 1.135, respectively. According to family size the respondents were classified into three categories viz. 'small family', 'medium family' and 'large family'. The distribution of the respondents according to their family size is presented in Table 4.3.

Table 4.3 Distribution of the respondents according to their family size

Categories of respondents according to their family size	Respondents		Mean	Standard deviation
	Number	Percent		
Small family (below 4)	48	27.619	4.83	1.67
Medium family (4-5)	46	60		
Large family (above 5)	13	12.380		
Total	105	100		

Data in Table 4.3 indicate that the medium family constitute the highest proportion (60 percent) followed by the small family (27.619 percent). Only 12.380 percent respondents had large family size. Such finding is quite normal as per the situation of Bangladesh.

### 4.1.4 Service length

Service length score of the respondent SAAO ranged from 2 to 27 with a mean and standard deviation of 16.30 and 6.5661, respectively. According to service length the respondents were classified into three categories viz. 'short duration', 'medium duration' 'long duration' on the

basis of their observed scores. The distribution of the SAAOs according to service length score has been presented in Table 4.4.



**Table 4.4 Distribution of the SAAO according to their service length**

Categories	Respondents		Mean	Standard deviation
	Number	Percent		
Short duration (below 8)	9	8.571	16.30	6.5661
Medium duration (8-16)	44	41.90		
Long duration (above 16)	52	49.523		
Total	105	100		

Data in Table 4.4 indicates that the long duration of service length constitutes the highest proportion (49.523 percent) followed by medium duration (41.90 percent) and short duration (8.571 percent). Table 4.4 showed that the maximum percentage of respondents is the category of the group of long to medium duration of service length.

#### **4.1.5 Training Exposure**

The score of training exposure of the respondents ranged from 2 to 11, with an average of 6.27 and standard deviation of 2.367. Based on their training exposure, the respondents were classified into the three categories i.e., no training low and medium training exposure. The distribution is shown in the Table 4.5

**Table 4.5 Distribution of the respondents according to their training exposure**

Categories of respondents according to their training exposure	Respondents'		Mean	Standard deviation
	Number	Percent		
Low training (below 5)	26	24.7619	6.27	2.367
Medium training (5-8)	60	57.1428		
High training (above 8)	19	18.0952		
Total	105	100		

Overwhelming majority (57.1428 percent) of the respondents had medium to low training exposure group and only 18.0952 percent had high level training. Only 9.52 percent had high training group under the study area. The respondents training exposure indicate that the respondents of the study area needs to training.

#### 4.1.6 Media contact

The scores of media contact of the respondents ranged front 15 to 37 with an average of 25.26 and standard deviation of 5.097. Based on the observed individual scores, the respondents were classified into the three categories i.e. low media contact, medium media contact and high media contact. The distribution has been shown in the Table 4.6.

**Table 4.6 Distribution of the SAAO according to media contact**

Categories	Respondents		Mean	Standard deviation
	Number	Percent		
Low media contact (below 20)	21	20	25.26	5.097
Medium media contact (20-30)	69	65.714		
High media contact (above 30)	15	14.285		
Total	105	100		

About (65.714 percent) of the respondents have medium level media contact, while 14.285 percent have high media contact and 20 percent have low media contact.

#### 4.1.7 Farmers problems awareness

Farmers problem awareness of the respondent's SAAO ranged from 17 to 37 with a mean and standard deviation of 27.29 and 4.267, respectively. Based on their farmers problem awareness score, the respondents were classified into three categories. These categories were low, medium and high farmers problem awareness. The distribution of the respondent according to their farmers problem awareness presented in Table 4.7.

**Table 4.7 Distribution of the SAAO according to their farmers problem awareness**

Categories	Respondents		Mean	Standard Deviation
	Number	Percent		
Low aware (below 20)	6	5.714	27.29	4.267
Medium aware (20-25)	79	75.238		
High aware (above 30)	20	19.047		
Total	105	100		

About (5.714 percent) of the respondents had low farmers problem awareness group, while 75.238 percent had medium farmers problem awareness and 19.047 percent had high farmers problem awareness.

#### 4.1.8 Job facilities

The job facilities of the respondent's SAAO ranged from 2 to 25 with a mean and standard deviation of 10.39 and 6.275, respectively. Based on their job facilities score, the respondents were classified into three categories. These categories were low, medium and high job facilities. The distribution of the respondents according to their job facilities presented in Table 4.8.



**Table 4.8 Distribution of the SAAO according to their job facilities**

Categories	Respondents		Mean	Standard Deviation
	Number	Percent		
Low facilities (below 7)	38	36.190	10.39	6.275
Medium facilities (7-14)	42	40		
High facilities (Above 14)	25	23.809		
Total	105	100		

Table 4.8 indicates that the SAAO have medium job facilities constitute the highest proportion (40 percent) followed by low job facilities (36.190 percent) and high job facilities (23.890 percent). Table 4.8 showed that the maximum percentage is the category of the group of low to medium job facilities group

#### 4.1.9 Job satisfaction

The job satisfaction of the respondent's SAAO ranged from 3 to 19 with a mean and standard deviation of 11.08 and 4.280 respectively. Based on their job satisfaction score, the respondents were classified into three categories. These categories were low, medium and high. The distribution of the job satisfaction presented in Table 4.9.

**Table 4.9 Distribution of the SAAO according to their job satisfaction**

Categories	Respondents		Mean	Standard Deviation
	Number	Percent		
Low satisfied (below 10)	34	32.30	11.08	4.80
Medium satisfied (10-15)	53	50.476		
High satisfied (Above 15)	18	17.142		
Total	105	100		

Table 4.9 indicates that the SAAOs have medium job satisfaction category constitute the highest proportion (50.476 percent) followed by low job satisfaction (32.30 percent) and high job satisfaction category (17.142 percent). Table 4.9 showed that the maximum percentage is the category of the group of medium to high job satisfaction group.

#### 4.2 Dependent Variable

Performance of SAAO as a professional leader was measured on the basis of 2 category in 31 statements Performance score of a respondent as determined by adding all the score statements. Thus performance score zero (0) indicating no performance as a professional leader, below 30 indicate low performance as a professional leader, 30-60 indicate medium performance as a professional leader and above 60 indicate high performance as a professional leader. The findings are presented in Table 4.11.

**Table 4.11 Distribution of the SAAO according to the performance as a professional leader**

Categories	Respondents		Mean	Standard deviation
	Number	Percent		
Low performance (below 30)	37	35.238	43.61	20.585
Medium performance (30-60)	41	39.047		
High performance (above 60)	27	25.714		
Total	105	100		

The average SAAO performance as a professional leader score was 43.61 with standard deviation 20.585. Among the respondents the

highest 39.047 percent SAAO belongs to the group of medium level performance as a professional leader followed by 35.238 percent in low level performance as a professional leader group and 25.714 percent in high performance as a professional leader group.

#### 4.3 Relationship between the selected characteristics of respondents with the performance of SAAO as a professional leader

Pearson Product Moment Correlation co-efficient was computed to find out the extent of relationship between the dependent variables and independent variables (Table 4.12). To reject the null hypothesis 0.05 and 0.01 level of significance was used.

**Table 4.12. Results of Pearson's product moment correlation showing the relationship between the selected characteristics of the respondents and the performance of SAAO as a professional leader**

Dependent variable	Independent variable	Value of co-efficient of correlation
Performance of SAAO as a professional leader	Age	0.214*
	Level of education and academic achievements	0.137
	Family size	-0.203*
	Service length	0.211*
	Training home and abroad	0.025 <sup>NS</sup>
	Media contact	0.097 <sup>NS</sup>
	Farmers problems awareness	0.075 <sup>NS</sup>
	Job facilities	0.209*
	Job satisfaction	0.425**

NS: Not significant;

\*: Correlation is significant at the 0.05 level

\*\*: Correlation is significant at the 0.01 level

#### **4.3.1 Relationship between age and performance of SAAO as a professional leader**

The coefficient of correlation between age of the respondent and the performance of SAAO as a professional leader is presented in Table 4.12. The coefficient of correlation between the concerned variables was found to be 0.214. The following observations were made on the basis of the value of correlation coefficient between the two concerned variables:

- ❖ *The calculated value between the concerned variables 'r' (0.214) was found to be greater than the tabulated value of 'r' (0.196) with 103 degrees of freedom at 0.05 level of probability.*
- ❖ *The null hypothesis could be rejected.*
- ❖ *The relationship between the concerned variables was statistically significant at 0.05 level of probability.*
- ❖ *The relationship showed a positive trend between the concerned variables.*

Based on the above findings it was concluded that age of the respondents had significant positive relationships with the performance of SAAO as a professional leader. This represent that age of the respondents was an important factor regarding the performance of SAAO as a professional leader.

#### **4.3.2 Relationship between level of education and performance of SAAO as a professional leader.**

The coefficient of correlation between level of education achievement of the respondent and the performance of SAAO as a professional leader is presented in Table 4.12. The coefficient of correlation between the

concerned variables was found to be 0.137. The following observations were made on the basis of the value of correlation coefficient between the two concerned variables:

- ❖ The calculated value between the concerned variables 'r' (0.137) was found to be smaller than the tabulated value of  $r'(0.196)$  with 103 degrees of freedom at 0.05 level of probability.
- ❖ The null hypothesis could not be rejected
- ❖ The relationship between the concerned variables was statistically non significant at 0.05 level of probability.
- ❖ The relationship showed a positive trend between the concerned variables.

Based on the above findings it was concluded that level of education of the respondents had non significant but positive relationships with the performance of SAAO as a professional leader. This represent that level of education of the respondents was an important factor regarding the performance of SAAO as a professional leader.

#### **4.3.3 Relationship between family size and performance of SAAO as a professional leader**

The coefficient of correlation between family size of the respondent and the performance of SAAO as a professional leader is presented in Table 4.12. The coefficient of correlation between the concerned variables was found to be -0.203. The following observations were made on the basis of the value of correlation coefficient between the two concerned variables:

- ❖ The calculated value between the concerned variables 'r' (-0.203) was found to be greater than the tabulated value of 'r' (0.196) with 103 degrees of freedom at 0.05 level of probability.

- ❖ The null hypothesis could be rejected
- ❖ The relationship between the concerned variables was statistically significant at 0.05 level of probability.
- ❖ The relationship showed a negative trend between the concerned variables.

Based on the above findings it was concluded that family size of the respondents had significant negative relationships with the performance of SAAO as a professional leader. This represent that family size of the respondents was not an important factor regarding the performance of SAAO as a professional leader.

#### **4.3.4 Relationship between service length and performance of SAAO as a professional leader**

The coefficient of correlation between service length of the respondent and the performance of SAAO as a professional leader is presented in Table 4.12. The coefficient of correlation between the concerned variables was found to be 0.211. The following observations were made on the basis of the value of correlation coefficient between the two concerned variables:

- ❖ The calculated value between the concerned variables 'r' (0.211) was found to be greater than the tabulated value of 'r' (0.196) with 103 degrees of freedom at 0.05 level of probability.
- ❖ The null hypothesis could be rejected.
- ❖ The relationship between the concerned variables was statistically significant at 0.05 level of probability.
- ❖ The relationship showed a positive trend between the concerned variables.

Based on the above findings it was concluded that service length of the respondents had significant positive relationships with the performance of SAAO as a professional leader. This represent that service length of the respondents was an important factor regarding the performance of SAAO as a professional leader.

#### **4.3.5 Relationship between training at home and abroad and performance of SAAO as a professional leader**

The coefficient of correlation between training home and abroad of the respondent and the performance of SAAO as a professional leader is presented in Table 4.12. The coefficient of correlation between the concerned variables was found to be (0.043). The following observations were made on the basis of the value of correlation coefficient between the two concerned variables:

- ❖ The calculated value between the concerned variables 'r' (0.043) was found to be smaller than the tabulated value of 'r' (0.196) with 103 degrees of freedom at 0.05 level of probability.
- ❖ The null hypothesis could not be rejected.
- ❖ The relationship between the concerned variables was statistically non significant at 0.05 level of probability.
- ❖ The relationship showed a positive trend between the concerned variables.

Based on the above findings it was concluded that training home and abroad of the respondents had insignificant but positive relationships with the performance of SAAO as a professional leader. This represent that training home and abroad of the respondents was an important factor regarding the performance of SAAO as a professional leader.

#### **4.3.6 Relationship between media contact and performance of SAAO as a professional leader**

The coefficient of correlation between media contact of the respondent and the performance of SAAO as a professional leader is presented in Table 4.12. The coefficient of correlation between the concerned variables was found to be (0.078). The following observations were made on the basis of the value of correlation coefficient between the two concerned variables:

- ❖ The calculated value between the concerned variables 'r' (0.078) was found to be smaller than the tabulated value of 'r' (0.196) with 103 degrees of freedom at 0.05 level of probability.
- ❖ The null hypothesis could not be rejected.
- ❖ The relationship between the concerned variables was statistically non significant at 0.05 level of probability.
- ❖ The relationship showed a positive trend between the concerned variables.

Based on the above findings it was concluded that media contact of the respondents had insignificant but positive relationships with the performance of SAAO as a professional leader. This represent that media contact of the respondents was an important factor regarding the performance of SAAO as a professional leader.

#### **4.3.7 Relationship between farmers problems awareness and performance of SAAO as a professional leader**

The coefficient of correlation between farmers problems awareness of the respondent and the performance of SAAO as a professional leader is presented in Table 4.12. The coefficient of correlation between the concerned variables was found to be 0.075. The following observations



were made on the basis of the value of correlation coefficient between the two concerned variables:

- ❖ The calculated value between the concerned variables 'r' (0.075) was found to be smaller than the tabulated value of 'r' (0.196) with 103 degrees of freedom at 0.05 level of probability.
- ❖ The null hypothesis could not be rejected.
- ❖ The relationship between the concerned variables was statistically non significant at 0.05 level of probability.
- ❖ The relationship showed a positive trend between the concerned variables.

Based on the above findings it was concluded that farmers problems awareness of the respondents had insignificant but positive relationships with the performance of SAAO as a professional leader. This represent that farmers problems awareness of the respondents was an important factor regarding the performance of SAAO as a professional leader.

#### **4.3.8 Relationship between job facilities and performance of SAAO as a professional leader**

The coefficient of correlation between job facilities of the respondent and the performance of SAAO as a professional leader is presented in Table 4.12. The coefficient of correlation between the concerned variables was found to be 0.229. The following observations were made on the basis of the value of correlation coefficient between the two concerned variables:

- ❖ The calculated value between the concerned variables 'r' (0.209) was found to be greater than the tabulated value of "r ' (0. 196) with 103 degrees of freedom at 0.05 level of probability.
- ❖ The null hypothesis could be rejected

- ❖ The relationship between the concerned variables was statistically significant at 0.05 level of probability.
- ❖ The relationship showed a positive trend between the concerned variables.

Based on the above findings it was concluded that job facilities of the respondents had significant positive relationships with the performance of SAAO as a professional leader. This represent that job facilities of the respondents was an important factor regarding the performance of SAAO as a professional leader.

#### **4.3.10 Relationship between job satisfaction and performance of SAAO as a professional leader**

The coefficient of correlation between job satisfaction of the respondent and the performance of SAAO as a professional leader is presented in Table 4.12. The coefficient of correlation between the concerned variables was found to be (0.425). The following observations were made on the basis of the value of correlation coefficient between the two concerned variables:

- ❖ The calculated value between the concerned variables 'r' (0.425) was found to be greater than the tabulated value of 'r' (0.256) with 103 degrees of freedom at 0.01 level of probability.
- ❖ The null hypothesis could be rejected.
- ❖ The relationship between the concerned variables was statistically significant at 0.01 level of probability.
- ❖ The relationship showed a positive trend between the concerned variables.

Based on the above findings it was concluded that job satisfaction of the respondents had significant positive relationships with the performance of SAAO as a professional leader. This represent that job satisfaction of the respondents was an important factor regarding the performance of SAAO as a professional leader.

## **CHAPTER 5**

### **SUMMARY OF MAJOR FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Summary of Major Findings**

Sub Assistant Agricultural Officers (SAAOs) all over Chittagong division and Madaripur district was constituted to be the study area. Upazila of Chittagong division were randomly selected which constituted the locale of the study. Total 325 copies of interview schedule were sent to 325 SAAOs. Only 132 officers returned their interview schedule. But 26 of them were excluded for sending them very late or there were limitation of information. Therefore, the sampling size became 105. Data collection was continued in February to April, 2011. The independent variables were: age, level of education and academic achievements, family size, service length, training home and abroad, media contact, farmers problems awareness, job facilities, job satisfaction. The dependent variable was the performance of the SAAO as a professional leader. 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 and percentage distribution, mean and standard deviation were used in describing data. Co-efficient of correlation test was used to explore the relationship between the concerned dependent and independent variables. The summary of the major findings of the study are summarized below:

#### **5.1.1 Selected characteristics of the respondents**

**Age:** The middle aged group of respondents constituted the highest proportion (63.8 percent) followed by young aged (36.2 percent).

**Level of education and academic achievement:** The highest (74.285 percent) of the respondents had moderately educated followed by (14.28percent) and (11.428 percent) highly educated and educated education, respectively.

**Family Size:** the highest proportion (60 percent) of the respondents had medium family size followed by the small family size (27.617 percent). Only (12.380) percent respondents had large family size.

**Service length:** The long duration of service length constitutes the highest proportion (49.523 percent) followed by medium duration (41.90 percent) and short duration (8.571 percent).

**Training Exposure:** Majority (57.1428 percent) of the respondents had medium to low (24.7619) training exposure group. Only (18.0952) percent had high training group under the study area.

**Media contact:** About (65.714 percent) of the respondents have medium level media contact, while (20 percent) have low media contact and (14.285 percent) have high media contact.

**Farmers problems awareness:** About(75.238percent) of the respondents had medium farmers problem awareness group, while (5.714percent) had low farmers problem awareness and (19.047 percent) had high farmers problem awareness.

**Job facilities:** The medium job facilities constitute the highest proportion (40percent) followed by low job facilities (36.790 percent) and high job facilities (23.809 percent).

**Job satisfaction:** Medium job satisfaction category constitute the highest proportion (50.476 percent) followed by low job satisfaction (32.380 percent) and high job satisfaction category (17.142 percent).

**Performance of SAAO as a professional leader:** The highest (39.047percent) SAAOs belongs to the group of medium level performance as a professional leader followed by (35.238 percent) in low level and (25.714 percent) in high level.

### **Hypothesis testing**

Age, service length, job facilities and job satisfaction of the SAAOs had significant positive relationship with the performance of SAAO as a professional leader. Level of education and academic achievements, training home and abroad, media contact, farmers problems awareness and had non-significant positive relationship with the performance of SAAO as a professional leader but family size had significant negative relationships.

## **5.2 Conclusions**

1. The findings indicate that about 39.047percent of the respondents belonged to the medium category to their performance as a professional leader. This fact leads to the conclusion that it is necessary to increase the performance level of SAAO as a professional leader.

2. Age had significant positive relationships with the performance of SAAO as a professional leader. Among the respondents 100 percent respondents SAAO constituted the highest proportion and they belongs to the group of young to middle aged group. These facts lead to the conclusion that respondent age could affect the performance of SAAO as a professional leader.
3. Service length had significant positive relationships with the performance of SAAO as a professional leader. Among the respondents the long duration of service length constitutes the highest proportion (49.523percent). These facts lead to the conclusion that with the increase of service length performance of SAAO as a professional leader also increased.
4. Job facilities had significant positive relationships with the performance of SAAO as a professional leader. The medium job facilities constitute the highest proportion (40 percent) followed by low job facilities (38 percent) and high job facilities (25 percent). These facts lead to the conclusion that with the increase of job facilities performance of SAAO as a professional leader also increased.
5. Job satisfaction had significant positive relationships with the performance of SAAO as a professional leader. The medium job satisfaction category constitute the highest proportion (50.476 percent) followed by low job satisfaction (32.380 percent) and high job satisfaction category (17.142 percent). These facts lead to the conclusion that with the increase of job satisfaction increased performance of SAAO as a professional leader.



## **5.3 Recommendations**

### **5.3.1 Recommendations for policy implications**

Recommendations formulated on the basis of experience, observation and conclusions drawn from the findings of the study and have been prescribed to the concerned authorities, planners and executioners are given below:

1. Reasons behind the medium performance as a professional leader need to be identified and necessary attempt should be made to identify the possible reason overcoming this situation through DAE with increasing supervision mechanism thorough line ministry.
2. Job facilities and job satisfaction could increase the extent of increase performance. Therefore, it may be recommended that defined these should be increase the extent of use of communication media. DAE should undertake proper initiative for the defined official position through regular and timely promotion.

### **5.3.2 Recommendations for further study**

On the basis of scope and limitations of the present study and observation made by the researcher, the following recommendations are made for future study.

1. Other factors might have influence on the performance, which needs to be identified by further study.
2. The study was conducted in Chittagong division and Madaripur district. Similar studies are required to be conducted in all over the country and also with other district level agriculture extension officers.
3. The study investigated the direct and indirect effects of some 9 selected characteristics of SAAO. Future studies should be conducted to explore the direct and indirect effects of most of the the variables under investigation.



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## APPENDIX

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

An interview schedule for a research study entitle

#### Performance of SAAO as a Professional Leader

Sample No..... Date :  
Respondent Name : Block :  
Union : Upazila :

[Please provide the following information. Your information will be kept confidential and will be used for research purpose only]

#### 1. Age

How old are you today?..... Years

#### 2. Level of Education & Academic Achievement

[Please indicate your level of education]

Sl. No.	Name of examination	Year of passing	Division/Class
1	SSC/equivalent		
2	HSC/equivalent		
3	Diploma in Agriculture		
4	Bachelor Degree		
5	Others (Please specify)		

#### 3. Family size

How many members are there in your family?

Male.....Female..... Total.....

#### 4. Service Length

i) First entry into Government service.....

ii) Length of service: Years.....Month.....Days.....

#### 5. Training Home and Abroad

[Provide information of your in-service training attended during the tenure of your service life as per the following arrangements]

Sl. No.	Field of training/ Name of the training	Organization		Duration (in days)	
		Home	Abroad	Home	Abroad
1					
2					
3					
4					
5					

## 6. Media Contact

[Please indicate the extent of your extension media contact about agricultural program and publication by putting tick (✓) any one of the four responses]

Sl. No.	Program/publication	Regularly	Oftenly	Occasionally	Rarely (seldom)	Never
<b>1</b>	<b>Radio</b>					
	a) Desh Amar Mati Amer					
	b) Sonali Fasal					
	c) Krishi Samachar					
	d) Sabug Bangla					
	e) Khat Khamer					
	f) Azker Krishi					
	g) Krishikatha					
	h) Azker Chashabad					
	i) Sonali Prantor					
<b>2</b>	<b>Television</b>					
	a) Mati O Manush					
	b) Shamol Bangla					
<b>3</b>	<b>News Paper</b>					
	Azker Krishi					
	Krishi Barta					
<b>4</b>	<b>Publication</b>					
	Krishi Katha					
<b>5</b>	<b>District bulletin of DAE</b>					
<b>6</b>	<b>Leaflet/Booklet</b>					

## 7. Farmers Problem Awareness

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

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



### 8. Job Facilities

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

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

### 9. Job Satisfaction

[Please indicate your extent of satisfaction with each of the following aspects of your job environment by putting a tick mark (✓) in the appropriate column]

Sl. No.	Aspects of job environment	Extent of job satisfaction				
		Highly satisfied	Satisfied	Fairly satisfied	Dis-satisfied	Highly dissatisfied
1	Pay and allowance					
2	Residential facility					
	Travel and transport facility					
4	Support materials (rain coat, umbrella, diary, bag etc.)					
5	Office facility					
6	Technical & Extension Training facility					
7	Supervisor relationship					
8	Promotion facility					
9	Input supply for demonstration plot					
10	Social & organizational recognition					
11	Place of posting					

### 10. Performance of SAAO as a Professional Leader

[Mention the extent of your performance as a professional leader in the following activities (✓)]

#### A. Job related

#	Activities	Extent of Performance				
		Very high	High	Medium	Low	Very Low
1	Familiar with the Upazila Agricultural office personnel					
2	Knowledge on innovations					
3	Capacity to inform the farmers					
4	Capacity to identify the farmers problem					
5	Capacity in selection of farmers for different activities like demonstration					
6	Identifying the technology developed by the farmers					
7	To help Upazila Agricultural Officer in developing Upazila level Agricultural Development Plan					
8	Monitoring each season's agricultural Development program within the Block					
9	Maintaining a daily dairy					
10	Conducting training for the farmers					
11	Preparation and submission of report					
12	Diffusion of innovation of Agricultural technology related to cultivation					
13	To motivate the farmers for cultivating recommended varieties of crops					
14	Timely establishment of demonstration plot					
15	Timely organize and manage farmers meeting					
16	Proper suggestion to farmers at the time of pest infection					
17	Making suggestion for irrigation and drainage					
18	Timely organize and manage farmer's rally and field day					
19	Maintaining well behaves with the farmers					
20	Extent of communication with other GO and NGO personnel					



## B. Personality related

Sl. No.	Activities	Extent of performance				
		Very high	High	Medium	Low	Very Low
1	<b>Leadership behavior:</b> I can give professional leadership as a SAAO					
2.	<b>Social interaction:</b> I keep contact with all officers of agricultural office at upazila level					
3	<b>Communication behavior:</b> I regularly communicate with high officials and office staffs					
4.	<b>Accept any challenge:</b> I face agricultural problem as my challenge					
5.	<b>Courage:</b> Protest any anti social activities					
6.	<b>Group participation:</b> I take important decision having discussed with my colleagues					
7.	<b>Empathy:</b> I give priorities to farmers needs					
8.	<b>Punctuality:</b> I perform right work in right time					
9	<b>Quick decision:</b> can solve field problem immediately					
10.	<b>Hard work:</b> I can work hard as like as my need					
11.	<b>Problem handling:</b> I can face any problematic situation					



Thanks for your co-operation

Signature of the interviewer with Date

## CORRELATION

	X <sub>1</sub>	X <sub>2</sub>	X <sub>3</sub>	X <sub>4</sub>	X <sub>5</sub>	X <sub>6</sub>	X <sub>7</sub>	X <sub>8</sub>	X <sub>9</sub>	Y
X <sub>1</sub>	1									
X <sub>2</sub>	-.211(*)	1								
X <sub>3</sub>	-.097	-.012	1							
X <sub>4</sub>	.956(**)	-.247(*)	-.133	1						
X <sub>5</sub>	-.071	.081	-.029	-.087	1					
X <sub>6</sub>	-.098	.145	.075	-.176	.076	1				
X <sub>7</sub>	.095	-.047	-.021	.111	.098	-.046	1			
X <sub>8</sub>	.110	-.058	-.194(*)	.124	.008	-.200(*)	.008	1		
X <sub>9</sub>	.063	-.019	-.085	.054	.052	.057	.087	.196(*)	1	
Y	.214(*)	.137	.203(*)	.211(*)	.025	.097	.075	.209(*)	.425(**)	1

ঐবৎব, X<sub>1</sub>=Age, X<sub>2</sub>=Education, X<sub>3</sub>=Family size, X<sub>4</sub>=Service length, X<sub>5</sub>=Training, X<sub>6</sub>=Media contact, X<sub>7</sub>=Farmers problem awareness, X<sub>8</sub>=Job facility, X<sub>9</sub>=Job satisfaction, Y=Performance f SAAO as a professional leader.

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