

**JOB PERFORMANCE OF SUB ASSISTANT AGRICULTURE
OFFICERS OF THE DEPARTMENT OF AGRICULTURAL
EXTENSION**

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**JOB PERFORMANCE OF SUB ASSISTANT AGRICULTURE
OFFICERS OF THE DEPARTMENT OF AGRICULTURAL
EXTENSION**

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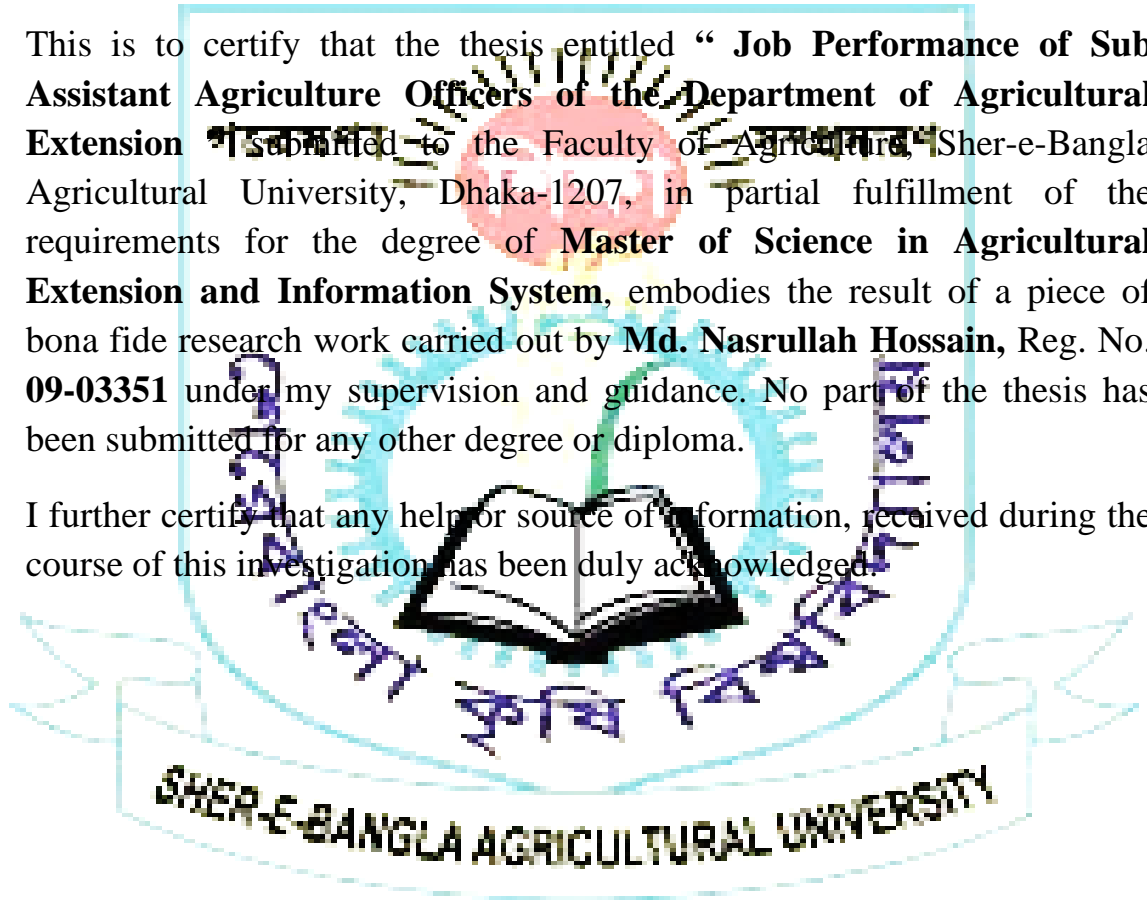


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CERTIFICATE

This is to certify that the thesis entitled “ **Job Performance of Sub Assistant Agriculture Officers of the Department of Agricultural Extension** ” submitted to the Faculty of Agriculture, Sher-e-Bangla Agricultural University, Dhaka-1207, in partial fulfillment of the requirements for the degree of **Master of Science in Agricultural Extension and Information System**, embodies the result of a piece of bona fide research work carried out by **Md. Nasrullah Hossain**, Reg. No. **09-03351** 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.



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DEDICATION

DEDICATED TO

**THIS THESIS IS LOVINGLY DEDICATED
TO
MY PARENTS**

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The Researcher

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ABBREVIATIONS AND ACRONYMS

Abbreviation	Full Word
ATI	Agriculture Training Institute
AEO	Agriculture Extension Officer
AAEO	Assistant Agriculture Extension Officer
Ag. Ex. Ed.	Agricultural Extension Education-DI
<i>et al.</i>	And others
BBS	Bangladesh Bureau of Statistics
BS	Block Supervisor
CV	Coefficient of Variation
d.f.	Degrees of Freedom
DAE	Department of Agricultural Extension
etc.	Etcetera
e.g.	Example
FINA	Farmers Information Need Assessment
GDP	Gross Domestic Product
Ha	Hectare
i.e.	That is
viz.	Namely
NGO	Non-Government Organization
R	Multiple regression Co-efficient
SAAO	Sub Assistant Agriculture Officer
UAO	Upazila Agriculture Officer

JOB PERFORMANCE OF SUB ASSISTANT AGRICULTURE OFFICERS OF THE DEPARTMENT OF AGRICULTURAL EXTENSION

By

MD. NASRULLAH HOSSAIN

ABSTRACT

Department of Agricultural Extension (DAE) plays a key role in disseminating agricultural technology generated from research institute of Bangladesh. DAE is conducting his service by Sub Assistant Agriculture Officers (SAAOs) because they are the grass root level extension worker. The purpose of the study was to assess the job performance of SAAOs of the DAE. Five upazilas were selected randomly from eight upazilas under Jessore district. Data were collected from 90 SAAOs, where all of them were from the selected five upazilas. The researcher himself collected data through personal contact with a well structured pretested interview schedule during the period from 15 to 30 November, 2016. The job performance was assessed by the SAAOs themselves. The study revealed 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, cosmopolitaness, job satisfaction and problem confrontation were insignificant to the job performance of SAAOs. On the basis of the findings it may be concluded that, overall job performance of the SAAOs is not satisfactory. So, intensive careful consideration should be maintained by the controlling officers of DAE to improve the job performance of the SAAOs.

Key words: SAAO, DAE, Job Performance, Cosmopolitenss, Job Satisfaction.

CHAPTER 1

INTRODUCTION

1.1 General Background

Bangladesh is predominantly an agricultural country. Economy of this country is almost entirely dependent on it. Agriculture sector contributes about 19% of GDP (BBS, 2014-15). Though Bangladesh is an agro based country but it is not self-sufficient in agriculture yet. It's become necessary to import large quantity of food grain at the cost of valuable foreign exchange. The rapidly increasing population and expansion of industries in Bangladesh continuously demand for more production of food and commercial crops. Different research and educational organizations are trying to make it self-sufficient by generation of modern technologies. Among them BARI, BRRI, BJRI, BINA, BARC etc. are important. To satisfy the demand intensification of cropping, crop diversification and substantial increase in productivity are also needed. Agricultural research institutions are now engaged in developing proper agro-technology and our farmers' are intelligent, hard working and responsive, a wide gap between achievement and achievable potential in the farming sector still exists. All recommended technologies are being disseminated to grass-root level by the Department of Agricultural Extension (DAE) especially by the extension workers.

We don't know, where or when the first extension activities were started. First extension service has been attributed to the events that took place in Ireland in the middle of the 19th century. Between the years 1845-51 the Irish potato crop was destroyed by fungal disease and a famine broke out. The British government arranged for practical instructors to go to rural areas and teach the small farmers about how to cultivate alternative crops. This scheme attracted the government officials in Germany. Then they organized their own system of travelling instructors. In 19th century the idea had spread to Denmark, Netherland, Italy, and France. In the year between 1862-65 Bangladesh had to face a severe famine. Then

our government formed a famine commission. This commission first formed an Agriculture Department. In 1870 the agriculture department was formed as a revenue department. In 1960 a separate Agriculture Department was established in our country. After the independence of our government took initiatives to strengthen agriculture extension program. Then it established cotton development board, tobacco development board, horticulture board. In the year of 1975 agriculture directorate and Jute directorate were established in our country.

In the year of 1982 all extension organizations were accumulated under DAE. Horticulture board, tobacco development board, plant protection directorate and central extension resource and development institute (CERDI) were merged to form the Agriculture Extension Department (DAE). Between the year of 1977-1990 the DAE conducted the agriculture extension activities under the concept of Training & Visit (T&V) approach. But since 1990 the agriculture extension programs were running on successfully under the concept of group approach. In the year of 1996 government adopted the New Agriculture Extension Policy (NAEP). It has been formed to conduct a well planned Agriculture Extension Service in Bangladesh.

With the objective of changing the quality of village life, the Department of Agricultural Extension (DAE) is playing an important role. It assists farmers to improve productivity and increase their income by promoting appropriate farming practices. In this situation transfer of technology becomes a challenging work of DAE in any development program. Sub Assistant Agriculture Officers play a vital role in transfer of technology. Because Sub Assistant Agriculture Officer is the only extension worker who is directly involved with farmers. They teach them about the production of crops and also recommend them.

An extension worker of Department of Agricultural Extension (DAE) at grass-root level designated as Sub-Assistant Agriculture Officer (SAAO). They are posted at a block. Their duties and responsibilities are of agricultural development. They

also diffuse the technologies and information and collect feedback from the farmers. The DAE encourages and supports planning and implementation of all agricultural extension activities at the grass-root level. It works in partnership with government organizations (GOs), non-government organizations (NGOs) and private sectors. For providing the high quality extension services, the DAE employs 12,640 Sub-Assistant Agriculture Officers (SAAOs) at the field level (The Results of a National Extension Coverage Survey, 2003). According to the DAE guidelines each SAAO has to provide extension services to around 1,250 farm households in their assigned service area. Since the extension coverage of each SAAO is very large, the job performance of their extension services depends on their communication skill.

The extension approach is founded on close collaboration between farm families and extension staff. Close collaboration with farmers says that Sub-Assistant Agriculture Officers are need to be skilled at listening, learning, encouraging, sharing, facilitating and linking. The Sub-Assistant Agriculture Officers have special responsibilities in his service. SAAOs are involved in making decision about local extension programs in Upazila Planning Workshop. They are responsible for developing work programs. SAAOs find out about existing groups and work with these groups to meet their extension needs. Sub Assistant Agriculture Officers work with farmers to assess needs using techniques such as the Participatory Rural Appraisal (PRA) and problem census (PC). SAAOs conduct extension deeds with all types of farmers large and small, male or female. They also act with special interest groups, such as local dealers. They plan and implement many various extension methods, some with individual farmers, some with groups (DAE, 2010).

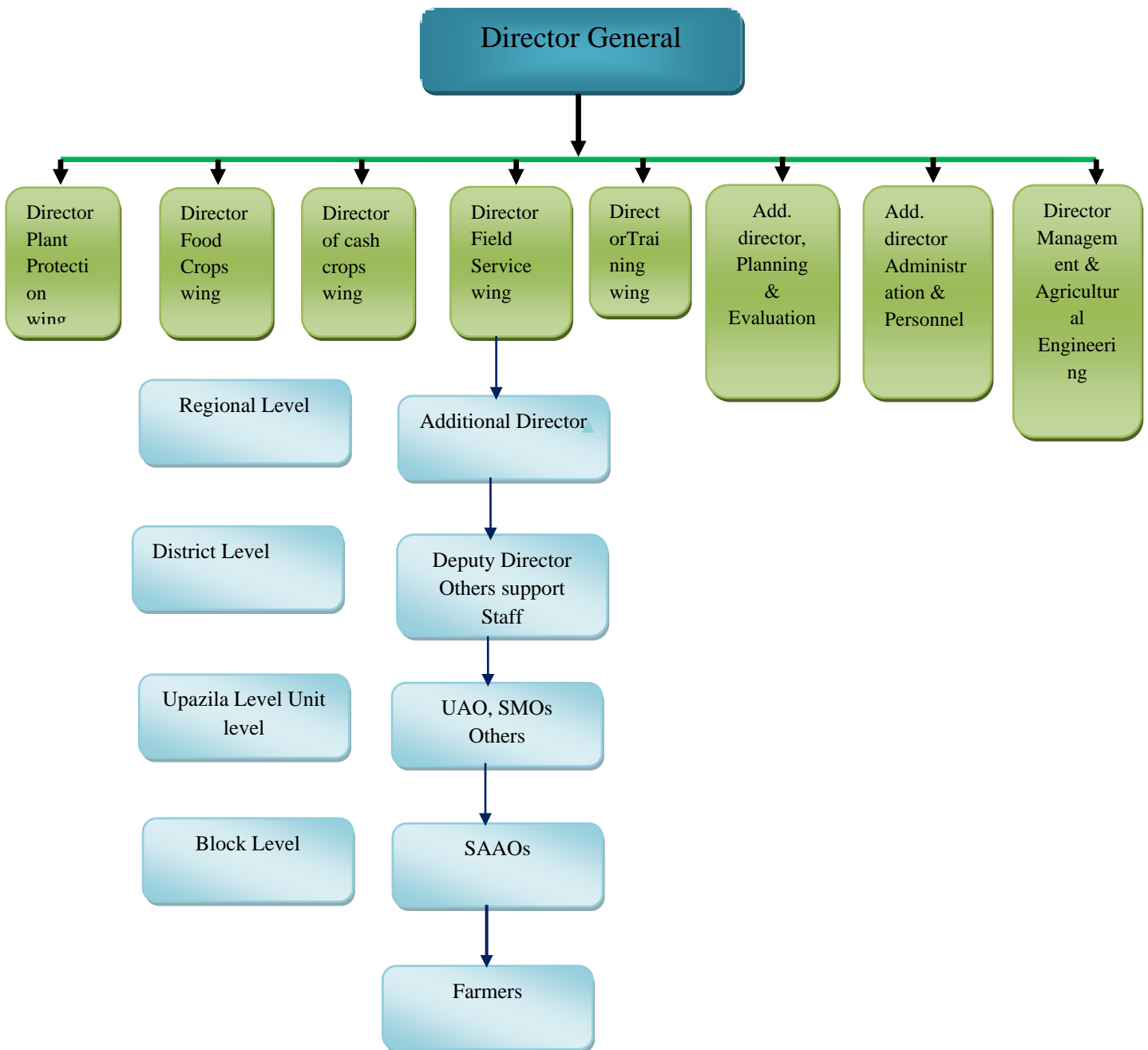


Figure 1.1 Organizational Chart of the Department of Agricultural Extension

Technical functions of Sub Assistant Agriculture Officers are methods demonstration, result demonstration, techniques of seed preservation, manure preparation etc. They usually encourage farmers to test or adopt technologies, observing effective and useful technologies. Then farmers use those technologies and promote these to other farmers (DAE, 1999). The responsibility of all other extension staff is to make the SAAOs more effective in his work. SAAOs also consult with farmers on the price and availability of necessary inputs and market condition. SAAOs should report farmer's response to recommendation, production problems, input demand and availability, and market conditions to his supervisors. The success of Agricultural Extension Programs greatly depends on the job performance of the Sub Assistant Agriculture Officers.

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

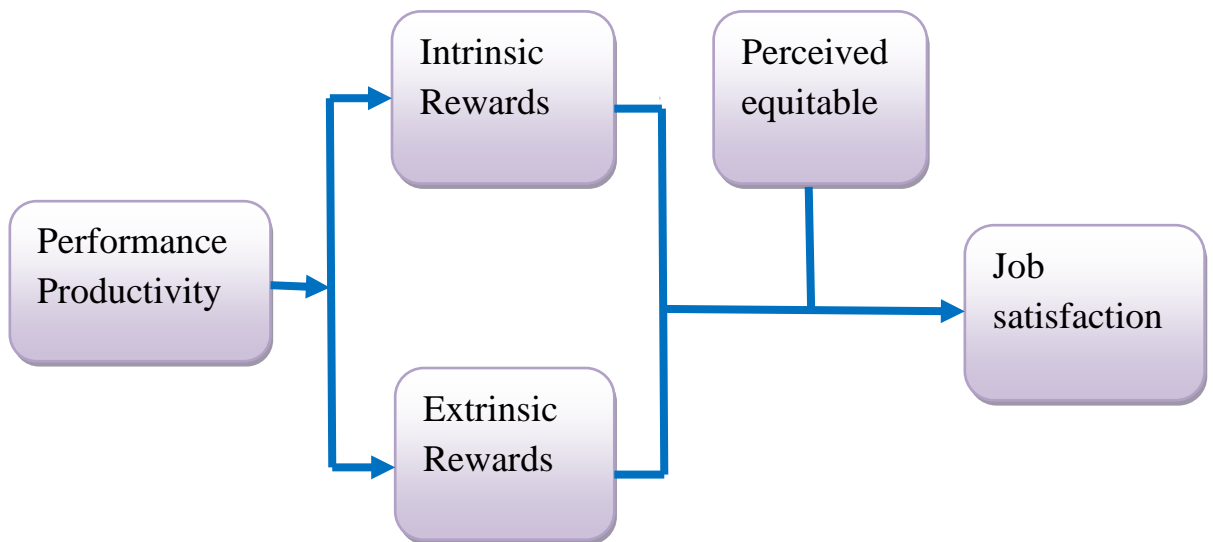


Figure 1.2 Relationship among productivity, job satisfaction and job performance (By Lawler & Porter, 1968).

The success of DAE depends upon the job performance of its grass-root level workers. The Sub Assistant Agriculture Officers visit farms and homes, conduct demonstrations and hold meetings to reach farmers useful agricultural technology. Personal contact between Sub Assistant Agriculture Officers and farmers develops effective relationship for successful extension program. Ultimate result depends on the performance of the Sub Assistant Agricultural Officers. In India, a number of studies have been conducted on the job performance of Agriculture extension officers and other extension personnel. In our county still now very few studies were conducted in this regard.

Considering the above facts the researcher felt interest to assess the job performance of the SAAOs who are responsible for disseminating information to the farmers towards improve farming. This study was, therefore, undertaken to focus on the job performance of Sub Assistant Agriculture Officers of five upazila of Jessore district in Bangladesh.

1.2 Statement of the problem:

At present the continued development of Agriculture in order to maintain food supplies for the growing population provide income and employment for rural people and protect the environment. Because land is scarce in Bangladesh, the key to Agricultural development is the efficient, productive and sustainable use of all farm land. This will depend on the farmers who decide what to produce, what technology and inputs to use, how much to sell and how much care to take in looking after their crops, livestock's, fishes and trees.

Sub Assistant Agriculture Officers are the grass-root level workers of DAE who are directly involved with farmers and work for the increase of overall productivity in agriculture. They work at farmers level, they analyze farmers problems and give concrete solution, inform, educate, motivate the farmers to adopt the modern technology. Their better performance is highly a positive factor towards the achievement of DAE's objectives. Job performance of an individual is fundamental

to achieve desired objectives of an organization. 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. What personal, social, economical and psychological characteristics of the SAAOs influence them in discharging their responsibilities?
3. What are the contributions between the selected characteristics of the SAAOs with their job performance?

1.3 Specific objectives:

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

1. To assess the extent of job performance of Sub Assistant Agriculture Officers of the Department of Agricultural Extension
2. To determine and describe the following characteristics of the SAAOs
 - a) Age
 - b) Level of education
 - c) Service length
 - d) Job facilities
 - e) Extension media contact
 - f) Cosmopolitaness
 - g) Job satisfaction
 - h) Farmer's problem awareness
 - i) Problem confrontation
- 3) To explore the contribution between the selected characteristics of the SAAOs with their job performance

1.4 Significance of the study:

Department of Agricultural Extension (DAE) plays key role in disseminating agricultural technology generated from research institutes specially for NARS. On the other hand, DAE collects feedback from the end users of those technologies and conveys that to the research institutes. DAE is conducting his service by SAAO because SAAOs are the grass-root level extension worker who directly work with farmers. So their better performance is most important. This study was undertaken to have an understandings about the job performance of the front line extension workers the SAAOs of DAE. It was also expected that the findings of the study would be useful for designing a communication strategy for achieving the organizational goal through SAAOs. The findings of the study may be helpful to identify the reasons of present state of job performance of SAAOs in transferring farming technology to the farmers. The finding of the study could be helpful to the planners and policy makers in formulating extension strategies for better utilization of SAAOs and reach goal.

1.5 Limitations of the study:

The present study was undertaken with a view to know the job performance of the SAAOs of DAE. Attempt was also made to find out the problems confronted by the SAAOs in disseminating their job responsibilities in the rural areas. Considering the time, money, labor and other necessary resources available to the researcher, the following limitations have been observed throughout the study:

1. The study was confined in five Upazila namely Jessore Sadar, Keshobpur, Chougacha, Bagharpara and Monirampur under Jessore district.
2. Characteristics of the SAAOs were many and varied but only nine characteristics were selected for investigation in this study.
3. There are various problems faced by the SAAO. Only 20 aspects of problems faced by SAAO have been considered for this study.

4. The findings could be applicable for the study area and similar situations in physical, socio-economic, cultural and geographic conditions only.
5. For collection of information, the researcher had to depend on the data furnished by the respondents during their interview with him/her. Most of the SAAOs do not keep details records of their activities; they furnished information to the different questions by recall.
6. For assessing the job performance of SAAOs self-evaluation has been considered.
7. In some cases, the researcher faced unexpected interference from the over interested side talkers while collecting data from target respondents. However, the researcher tried to overcome the problems as far as possible with sufficient tact and skill.

1.6 Assumption of the study:

The researcher had the following assumptions in mind while undertaking this study:

- a. Sub-Assistant Agriculture Officers were capable of providing proper answer to the questions presented in the questionnaire.
- b. The responses furnished by the respondent participants were reliable because they expressed the truth about their conviction and opinions.
- c. Data collected through questionnaire were free from bias.
- d. The information furnished by the respondents were correct and representative of the population.
- e. The measure of job performance of the SAAOs are normally and independently distributed with their means and standard deviation.
- f. UAOs, AEOs have adequate knowledge about the Job Performance of the SAAO's working under their supervision.

1.7 Statement of Hypothesis:

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

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

- ✓ Age
- ✓ Level of education
- ✓ Service length
- ✓ Job facilities
- ✓ Extension media contact
- ✓ Cosmopolitaness
- ✓ Job satisfaction
- ✓ Farmer's problem awareness
- ✓ Problem confrontation

1.8 Definition of key terms:

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

Sub-Assistant Agriculture Officer (SAAO)

Sub-Assistant Agriculture Officer is a grass-root level extension agent of Department of Agricultural Extension (DAE) working at the block level for agricultural development.

Age

Age of a SAAO was defined as the span of his/her life and is operationally measured by the number of years from his/her birth to the time of interviewing.

Level of education

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

Service length

It referred to SAAOs entire duration of service from the date of first joining in the Department of Agricultural Extension (DAE) till the date of interview.

Job facilities

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

Extension media contact

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

Cosmopolitaness

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

Job satisfaction

Job satisfaction means the extent of satisfaction derived by an individual with his or her job content and environment of work. The degree of satisfaction of Sub-Assistant Agriculture Officers related to the various aspects of their job such as accomplishments in job, scope for using personal initiative, pay and enjoyment from works.

Farmers' problem awareness

It has been operationally defined as cognitive behaviour of respondents through which one seeks and gets acquainted with the latest technical knowledge about farm activities, knowledge of facts etc.

Problem confrontation

Problem confrontation means the extent to which an individual faces difficulties in his/her work-situation. In this study, organizational problem confrontation referred to organizational barriers faced by the Sub-Assistant Agriculture Officers in seeking information.

Job performance

The degree to which the respondent accomplished and completed his task efficiently and effectively. Job performance assesses whether a person performs a job well. Job performance, studied academically as part of industrial and organizational psychology also forms a part of human resources management. Performance is an important criterion for organizational outcomes and success. Job performance as an individual-level variable or something a single person does. This differentiates it from more encompassing constructs such as organizational performance or national performance, which are higher-level variables.

CHAPTER 2

REVIEW OF LITERATURE

To carry out the research work review of literature gives the clear and concise direction to the researcher. In this purpose, review of literature relevant to the objectives of this study is need to be discussed. Researcher tried to collect needed information by thorough searching of related thesis, literature, journal, periodicals and Internet. The review of researches that was done before directly or indirectly related to present study have been discussed in this chapter. They have been placed into three sections in this chapter. The first section is concerned with review of literature on the concepts and definition of job performance. The second section deals with the review of literature on the contribution of different variables with the job performance. The third section deals with the conceptual framework of the study.

2.1 Concepts and Definition of job performance

According to Davis (1984) job performance implies how individual actually perform in a given position, as distinct from how he is expected to perform.

According to Lanham (1955) job performance as a collection of tasks assigned to a work. Any grouping of tasks, whether related or not which are assigned to an individual, constitute his job.

According to Mahboob *et al.* (1978) defined job performance is the degree to which one of success Union Assistants in performing the various duties and responsibilities assigned to them.

According to Lawler and Porter (1968), job performance is greatly determined by an individual's ability to do it. But abilities and motivation of individuals are largely measured by their characteristics.

Rizvi (1967) defined performance in a job is the manner and extent to which different jobs are performed in practical situation.

According to Herman (1973) explained job performance as the result of individual's responses to stimulus objects.

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

According to Perumal (1975) job performance of AEO's as carrying out the jobs in six job areas, namely education, supply and service, supervision, administration and organization, planning and evaluation.

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

Vinake (1962) explained that a number of characteristics of individual affect the quality and quantity of his performance.

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

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

2.2.1 Age and job performance

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

According to Austman (1961) formed in a study that there was a positive relationship, between age and job performance of the beginning male county

extension agents both as perceived by the agents themselves as well as district leaders.

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

Azad (2000) reported that there is no significant relationship between age and job performance of female SAAOs.

According to Dilla (1979) age of the Sub Assistant Agriculture Officers has highly significant relationship with their job performance. Old SAAOs had higher levels of job performance than 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 relationship between age of the respondents and role performed by them.

Islam (1981) 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) reported that the age of the Block Supervisors (BSs) were correlated with their job performance.

Kherde and Sahaya (1972) conducted a study to determine the role performance of village level workers. They found that age of the Village Level Workers was positively related to their job performance.

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

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

According to Mahboob *et al.* (1978) revealed that age of Union Assistants i.e. extension workers has a significant relationship with their job performance. Job performance was highest among the middle aged Union Assistants. Performance of the old Union Assistants was lowest than that of the middle aged.

Patel and Legans (1968) found that Village Level Workers 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 reported that age had negative direct effect but positive indirect effect on scientific productivity of the agricultural scientists.

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

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

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

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

Salim (2006) found a significant relationship between job performance and age.

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

2.2.2 Level of education and job performance

Anand and Sohal (1981) in their study found that the relationship between education of the scientists and their job performance was positive.

According to Patel and Leagans (1968) there was no significant relationship between formal education and job performance of village level workers.

Karim (1990) observed in his study that there is a positive significant relationship between academic achievement of the Block Supervisors and their job performance.

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

Rahman (1990) reported that there is a positive significant relationship between general education of the Block Supervisors and their job performance.

The study of 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.

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

2.2.3 Service length and job performance

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

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

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

Mahboob *et al.* (1978) in their study 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. The performance was the highest in the short tenure category and the lowest in the very short tenure category.

Bhatia and Sandhu (1975) reported that the experience of the Village Level Workers (VLWs) 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 Village Level Worker to better understand his clientele and the problem of the area.

The study of Sing (1970) concluded that the more the experience of the Agricultural Extension Officers of Bihar in Agricultural Extension Work, the better was their job performance.

Austman (1961) reported that professional experience had relation with job performance.

According to Patel and Leagans (1968) the greater the tenure as a Village Level Worker (VLWs), the more effective he was in his work.

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

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

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

2.2.4 Job facilities and job performance

The study of Rahman (1990) found a positive relationship between job facilities and job performance. The Sub Assistant Agriculture Officer (SAAO) who had more working facilities performed better.

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

2.2.5 Extension media contact and job performance

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

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

Islam (1981) in his study showed 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.

Cabana and Talukdar (1987) in the study in Haryana State of India found that one factor had two variables, namely communication behaviour and general facilities with factor loading 0.93 and 0.69 respectively. The two variables were positively correlative with each other. The factor consisting of the two variables contributed 12.2 percent of the total explained variance in productivity of Agricultural Development Officers.

2.2.6 Cosmopolitnness and job performance

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

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

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

2.2.7 Job satisfaction and job performance

Mahboob *et al.* (1978) observed in their study that though there was some variation in the level of job performance of the field extension agents and their job satisfaction the statistical test did not suggest any significant correlation between the two variables.

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

Islam (1981) conducted a research on the job performance and job satisfaction of the Barngay Councils Offiicials in Laguna Province of the Philippines. The

researcher showed that job performance and job satisfaction of the officials were two separate concepts. They were not related in a simple manner.

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

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

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

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

The study of Rahman (1990) observed that the job satisfaction of the Block Supervisors was independent to their job performance.

2.2.8 Farmer's problem awareness and job performance

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

Karim (1990) found a significant relationship between agricultural problem awareness and their job performance.

The study of Mohboob *et al.* (1978) revealed no significant relationship between the agricultural problem awareness of the field extension workers (SAAOs) of Bangladesh and their job performance while Islam (1981) reported that community

problem awareness of Barangay Council Officials had a strong significant effect on their job performance.

2.2.9 Problem confrontation and job performance

Rahman (1990) observed no relationship between job hindrance of the Block Supervisors and their job performance.

The study of Salim (2006) found no significant relationship between problem confrontation of the Sub Assistant Agriculture Officers and their job performance.

2.3 Conceptual Framework of the Study

Job performance of Sub-Assistant Agriculture Officers (SAAOs) of DAE was the main focus of the study. It may be influenced by the many characteristics of the Sub-Assistant Agriculture Officers. 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 Sub Assistant Agriculture Officers as the dependent variable and the selected characteristics of the Sub Assistant Agriculture Officers 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, level of education, service length, job facilities, extension media contact, cosmopolitaness, job satisfaction, famers' problem awareness, and problem confrontation.

Based on this discussion and the review of literature, the conceptual framework of this study has been formulated and shown in Figure 2.1

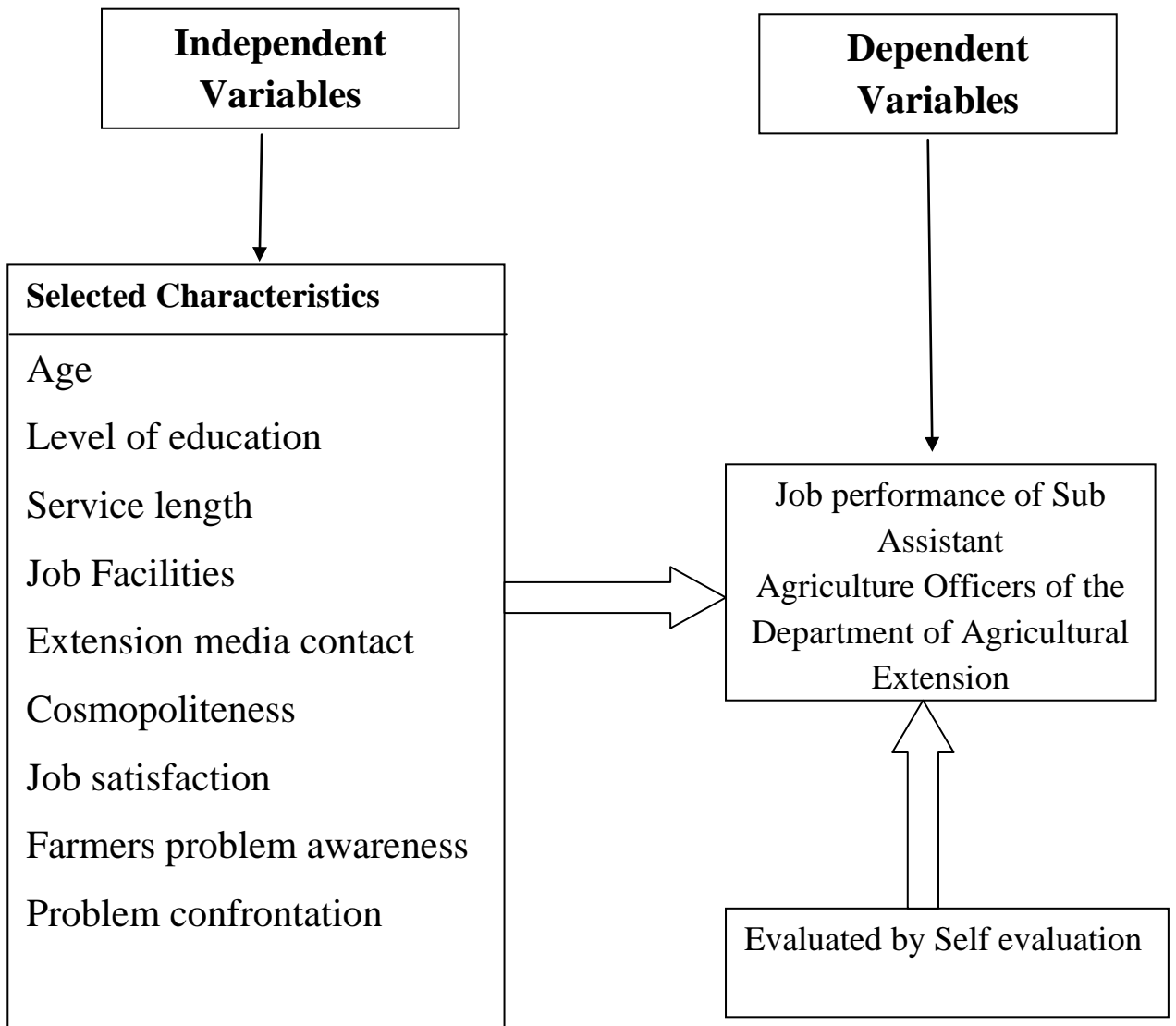


Figure 2.1 Conceptual framework of the study

CHAPTER 3

METHODOLOGY

Methods and procedures used for collection and analysis of data are very important in any scientific research. It requires a careful consideration before conducting a study. The researcher has great responsibility to clearly describe as to what sorts of research design, methods and procedures he would follow in collecting valid and reliable data and to analyses and interpret those to arrive at correct conclusion. The methods and procedures followed in conducting this study have been discussed in this chapter. Further, the chapter includes the operational format and comparative reflection of some variables used in the study. Also statistical methods and their use have been mentioned in the later section of this Chapter.

3.1 The Locale of the Study

Jessore district of Khulna division was selected purposively as the area for this research work. There are eight Upazilas in Jessore district named Chawgacha, Jessore Sadar, Keshobpur, Monirampur, Bagharpara, Sharsha, Avaynagar and Jhikorgacha. Within which five Upazilas were randomly selected which were- Chawgacha, Jessore Sadar, Keshobpur, Monirampur and Bagharpara. No previous study was conducted in this area on job performance of sub assistant agriculture officers. To bring the area in the light of nation's concern it was selected as the locale of the study. A map of Jessore district showing the study upazilas is presented in Figure 3.1.

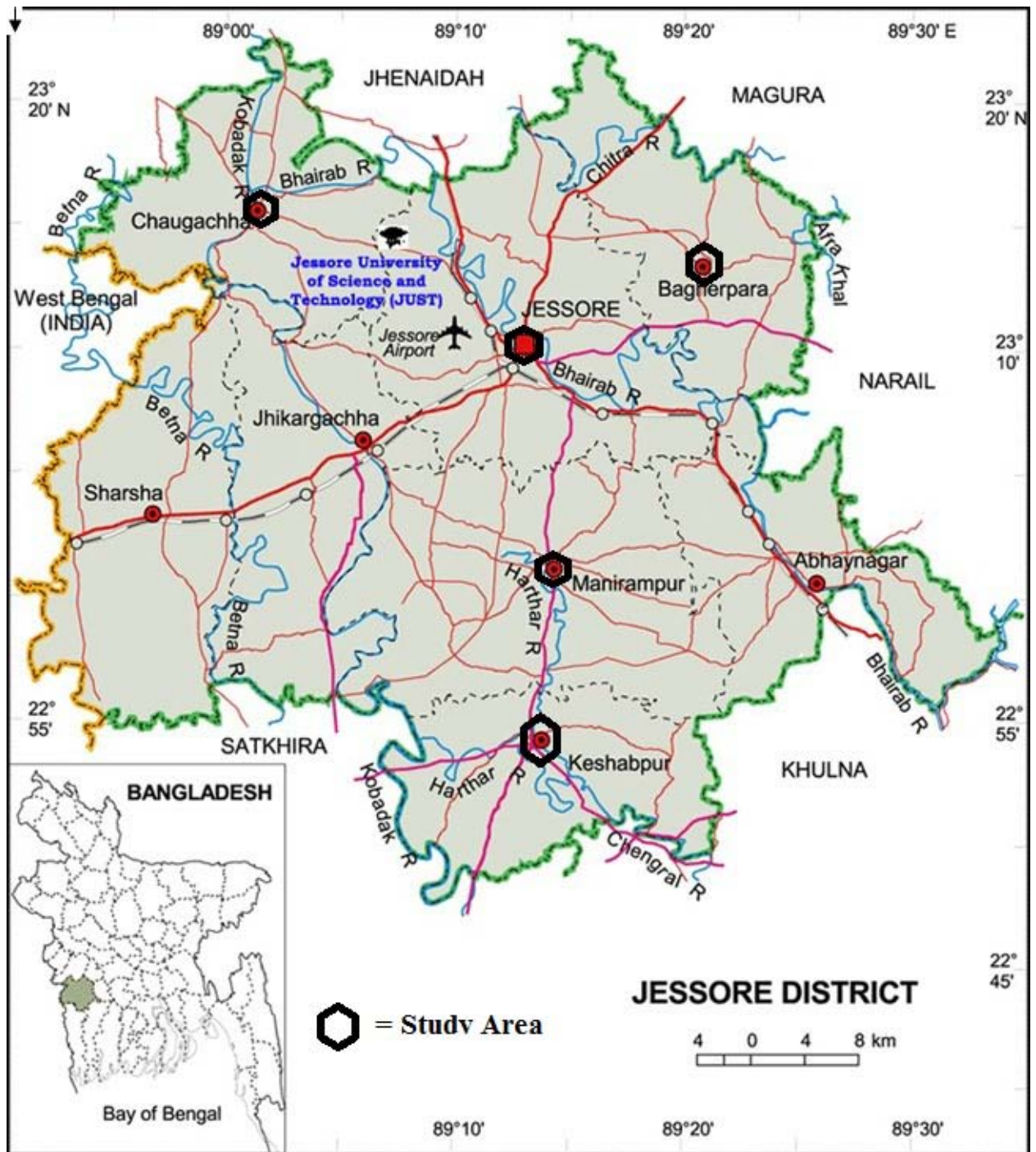


Fig 3.1 Map of Jessore District showing the study area

3.2 Population and Sampling of the study

There are eight upazilas in Jessore district. Among eight upazilas five upazila were selected randomly. The Sub-Assistant Agriculture Officers (SAAOs) of five upazila of Jessore district were the population of the study. The total of 113 SAAOs were working in different blocks of five upazila of Jessore district which constituted the population of the study. Among the population 90 SAAOs were selected randomly. These 90 SAAOs were constituted the sample of the study. The distribution of the sample population of the study areas are given in Table 3.1.

Table 3.1 Distribution of sample population

Name of the Upazila	Upazilawise SAAO	No. of SAAOs (80%)	Reserve list (8%)
Chawgacha	30	25	2
Jessore Sadar	27	22	2
Keshobpur	20	15	2
Monirampur	19	15	2
Bagharpara	17	14	1
Total	113	90	9

3.3 The Research Instrument

An interview schedule was used as the research instrument in order to collect relevant information from the respondents. The interview schedule was prepared considering the objectives of the study in mind. The questions and statements contained in the schedule were simple, direct and easily understandable by the SAAOs without giving rise to doubt and misunderstanding in their minds. 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 finalization the interview schedule a pre-test was run in the study area in actual field situations. The pre-test was helpful to locate faulty questions. Alterations and adjustment were done in the schedule on the basis of experience of the pre-test. During modification of the schedule the researcher incorporated valuable suggestions from his research supervisor and co-supervisor into it.

3.4 Operationalization of Variables

3.4.1 Variable selection

Success of a research to a considerable extent depends on the successful selection of the variables. Irrational, inappropriate and inconsistent selection of variables may lead to misleading and unfruitful results. The researcher keeping all these in mind took adequate care in selecting the variables of the study. Before the onset of the study the researcher visited the study area several times and talked to the SAAOs intimately. Moreover, by staying in the study area for about three weeks he was able to observe the personal, socio-economic, socio-cultural and psychological factors of the SAAOs which the researcher assumed might have influenced on the behavioral pattern of the SAAOs. Based on this practical knowledge, side by side an extensive literature review and discussions with relevant experts and academicians, the researcher selected nine characteristics of the SAAOs which were considered as the independent variables of this study while job performance was selected as the dependent variable.

3.5 Measurement of independent variables

3.5.1 Age

Age of the respondents was measured in terms of actual years from their birth to the time of interview on the basis of their statement. A score of one (1) was assigned for each years of age.

3.5.2 Level of education

Level of education of a SAAO was measured by the highest grade completed by them in school, college or equivalent institutes. One score was given for one year of formal education. A score of 10 was assigned for passing SSC examination, a score of 12 was assigned for HSC examination and so on. Additional scores were given for additional attaining years in Agricultural Training Institute (ATI). Two score were given for 2 years training at ATI, and three score were given for three years training at ATI. Similar score were given for makeup course at ATI. Three score were given for agricultural diploma course.

3.5.3 Service length

The length of service of a respondent was determined by the number of years a respondent had worked as Block Supervisors/Sub Assistant Agriculture Officers from the date of joining in their jobs till the time of data collection. It was measured in complete years.

3.5.4 Job facilities

Job facilities were determined by 15 items. Extent of availability of all these items were measured by using, a 3 point scale. Weights were assigned to each of the item as follows:

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

Job facility score was computed for each respondent by summing up the weight of their responses against all the 15 items. Thus, job facility score of a respondent

could range from '0' to '30'. Here '0' indicates lowest job facilities and '30' indicates highest job facilities.

3.5.6 Extension media contact

Extension media contact is also an important variable. Extension media contact of a respondent was measured by their extent of contact for agricultural information with various channels of communication. Each SAAO indicated his extent of contact with each of 16 selected communication media by checking, any one of the four responses namely, "regularly", "occasionally", "rarely", and "never". Weights were assigned to the responses as follows:

Responses categories	Weight
Regularly	3
Occasionally	2
Rarely	1
Never	0

Extension media contact score was computed for each respondent by summing up the weight of their responses against all the 16 items. This score of a respondent could range from '0' to '48'. Here '0' indicates no extension media contact and '48' indicates very high extension media contact.

3.5.7 Cosmopolitanism

It is also another important variable. Cosmopolitanism was measured on the basis of the nature of the respondents' visits in different places. Their extent of visit in each of the 5 selected places by checking any one of the four responses namely, "frequently", "occasionally", "rarely", and "never". Weights were assigned to the responses in the following manner:

Responses categories	Weight
Frequently	3
Occasionally	2
Rarely	1
Never	0

The scores obtained by a SAAO on all the 5 items were added together to compute his cosmopolitanism. Thus the cosmopolitanism score of a respondent could range from '0' to '15'. Here '0' indicates no cosmopolitanism and '15' indicates very high cosmopolitanism.

3.5.8 Job satisfaction

Job satisfaction is an important variable to measure the job performance. For measuring the job satisfaction of the respondents 10 statements were selected. The statements were arranged randomly in the scale in order to explore the respondents' real job satisfaction. The respondents indicated whether they "strongly agreed", "agree", and "not agree". Weights were assigned to the responses as the following manner:

Responses categories	Weight
Strongly agree	2
Agree	1
Not agree	0

Job satisfaction score was computed for each respondent by summing up the weight of their responses against all the 10 items. Thus job satisfaction score of a respondent could range from '0' to '20'. Here '0' indicate lowest job satisfaction and '20' indicate highest job satisfaction.

3.5.9 Farmers' problem awareness

To measure the farmers problem awareness a 20 items scale was used. These are shown in Appendix A (Interview Schedule). A 4-point modified Likart type scale was used to quantify the responses of the SAAO provided in respect of the extent of problem awareness. Weights were assigned to the responses as follows:

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

Farmers problem awareness score was computed for each respondent by summing up the weight of their responses against all the 20 items. These scores could range from '0' to '60'. Here '0' indicates no awareness and '60' indicates very high level of awareness of farmers' problem.

3.5.10 Problem confrontation

To measure the problem confrontation 20 probable problems were inserted in the scale which a SAAO might face in performing their 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

Problem confrontation score was computed for each respondent by summing up the weight of their responses against all the 20 items. The problem score could range from '0' to '80'. Here '0' indicates no problem confrontation and '80' indicate highest problem confrontation.

3.6 Measurement of Job Performance

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

Job performance of the SAAOs was the dependent variable of this study. It was measured by self rating (assessment by SAAO themselves). This means the job performance of the SAAOs was assessed by themselves. The job responsibilities of the SAAOs assigned by DAE were sorted out from DAE manual. In total 23 aspects of job responsibilities were identified for assessment which were assessed by themselves. For computing the extent of job performance score of the SAAOs a modified 5 point Likart type scale was used. Appropriate weight were assigned to each of the scale such as:

Respondent categories	Weight
Very high performance	5
High performance	4
Medium performance	3
Low performance	2
Very low performance	1

Job performance score was computed for each respondent by summing up the weight of their responses against all the 23 items. Thus, the job performance score of a respondent for a SAAO could range from '23' to '115'. Here '23' indicate Very low performance and '115' indicate very high performance.

3.7 Procedure of Data Collection

Data are the key factor of a research. In this case data were collected by the researcher himself. The task was accomplished through a five groups interview with the SAAOs using the structured interview schedule. The researcher could realize it very well that the collected data would be of no value if they are not valid. It also acted in the mind of the researcher that people, particularly in a traditional society, might view an outsider with suspicious. This might have unfavorable effect in obtaining valid and pertinent information from the respondents. Having comprehended all these, the researcher had purposively chosen his present geographic location to overcome the difficulties. This made the researcher to come closer to the respondents easily as he was not regarded as an outsider in almost all cases. In the case where the respondent was found an unknown individual, the researcher made all possible efforts to establish proper rapport with him. That was not a difficult task for the researcher since he was well-conversant in the local language. All possible efforts were made by the researcher to explain the purpose of the study to the respondents and their answers were carefully recorded. Whenever any respondent faced difficulty in understanding a question, care was taken to explain the same adequately. Moreover, at the time of data collection, no side-talking was allowed. The entire process of data collection took half a month from 15 November to 30 November 2016.

3.8 Processing of Data

3.8.1 Editing

The collected raw data were examined thoroughly to detect errors and omissions. As a matter of fact the researcher made a careful scrutiny of the completed interview schedules to make sure that they were entered fully and well arranged to facilitate coding and tabulation. Very minor mistakes were detected by doing this which was corrected promptly.

3.8.2 Coding and tabulation

Having consulted with his research supervisor and co-supervisor the investigator prepared a detailed coding plan. In case of qualitative characteristics, suitable scoring technique was followed by putting proper weight age against each of the traits to transform the data into quantitative forms. These were then tabulated in accordance with the objectives of the study.

3.8.3 Categorization of Data

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

3.9 Analysis of Data

Data collected from the respondents were compiled, coded, tabulated and analyzed in accordance with the objectives of the study. Various statistical measures such as frequency counts, percentage distribution, average, and standard deviation were used in describing data. SPSS (version 22.0) 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 contribution of the selected characteristics of the SAAOs with their job performance, Multiple regression analysis was used. Five percent (0.05) level of probability was used as the basis for rejecting any null hypothesis. In order to find out the contribution between the selected dependent and independent variables Multiple regression co-efficient was done.

CHAPTER 4

RESULTS AND DISCUSSION

In this Chapter, the findings of the study and logical interpretation of the results have been presented according to the objectives of the study. Data obtained from respondents by interview were measured, analyzed, tabulated and statistically treated according to the objectives of the study. The chapter contains three sections. The first section of this chapter deals with the characteristics of the Sub Assistant Agriculture Officers (SAAOs). The second section deals with the job performance of SAAOs. The last section deals with the relationship between selected characteristics of SAAOs and their information seeking behavior.

4.1 Selected characteristics of Sub Assistant Agriculture Officers

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

4.1.1 Age

Age of the Sub Assistant Agriculture Officers ranged from, 26-57 years. The average age was 38 with a standard deviation of 7.22. This indicates that the study group was moderately heterogeneous in terms of age level. On the basis of their age, the Sub Assistant Agriculture Officers were classified into three categories namely, 'young', 'middle' and 'old' aged. The basis of the categorization was Mean \pm Standard deviation. The distributions on accordance of age of the Sub Assistant Agriculture Officers were presented in Table 4.1

Table 4.1 Classification of the Sub Assistant Agriculture Officers according to their age

Categories	SAAOs		Mean	Standard Deviation
	Number	Percent		
Young (up to 30)	12	13.34	38	7.22
Middle-aged (31-46)	66	73.34		
Old (above 46)	12	13.34		
Total	90	100		

Analysis of data contained in Table 4.1 showed that the highest proportion (73.34 percent) of the Sub Assistant Agriculture Officers were middle aged, while 13.34 percent belonged to the young aged category. And 13.34 percent of the Sub Assistant Agriculture Officers were in the old aged category. It shows that about three fourth (73.34 percent) of the Sub Assistant Agriculture Officers belonged to the middle aged categories. The job performance of SAAO largely depends upon their experience. Age and experience are supposed to be correlated. From this point of view the age ranged from middle to old category has been considered to be experienced. It presents that about 86.68 percent of the SAAOs belonged to the middle to old categories.

4.1.2 Level of Education

Level of education of the respondents ranged from 13 to 15 with an average of 13.33 and standard deviation of 0.75. The basis of the categorization was Mean \pm Standard deviation. The categories and distribution of the respondents have been shown in the Table 4.2

Table 4.2 Distribution of Sub-Assistant Agriculture Officers according to their level of education

Categories	SAAOs		Mean	Standard Deviation
	Number	Percent		
Low (below 15)	75	83.3	13.33	0.75
High (15 to above)	15	16.7		
Total	90	100		

SAAOs are government employee. They required a minimum education to enter the job. Most of the SAAOs completed agriculture diploma after their SSC examination. Data in table 4.2 indicated that the highest proportion (83.3%) of the respondents were in the low level category while 16.7 percent were in the high level category. The high level of education indicates high level of job performance.

4.1.3 Service length

Service length is an important factor to perform the job. In the study service length of the Sub Assistant Agriculture Officers ranged from 2-33years. The mean was 12.38 with a standard deviation of 7.08. This indicates that the study group was moderately heterogeneous in terms of service length. On the basis of their service length, the SAAOs were classified into three categories namely, ‘short service length’, ‘medium service length’ and ‘high service length’. The basis of the categorization was Mean \pm Standard deviation. The distributions on accordance of service length of the SAAOs are presented in Table 4.3

Table 4.3 Classification of the Sub Assistant Agriculture Officers according to their service length.

Categories	SAAOs		Mean	Standard Deviation
	Number	Percent		
Short service length (below 7)	20	22.23	12.38	7.08
Medium service length (7-22)	60	66.67		
High service length (above 22)	10	11.11		
Total	90	100		

Analysis of data contained in Table 4.3 revealed that the highest proportion (66.67 percent) of the Sub Assistant Agriculture Officers were in medium service length category, while 22.23 percent belonged to the short service length category. And 11.11 percent of the Sub Assistant Agriculture Officers were in the high service length category. The table also showed that 88.89 percent of the SAAOs belonged to the short to medium service length categories. The service length shows better job performance. The service length of the Sub Assistant Agriculture Officers ranged from medium to long indicate better job performance.

4.1.4 Job facilities

The score of job facilities of the Sub Assistant Agriculture Officers ranged from 11-26 against the possible range 0-30. The mean was 17.10 with a standard deviation of 3.20. This indicates that the study group was moderately heterogeneous in terms of job facilities. On the basis of their job facilities, the Sub Assistant Agriculture Officers were classified into three categories namely, 'low', 'medium' and 'high'. The basis of the categorization was Mean \pm Standard deviation. The distributions on accordance of job facilities of the Sub Assistant Agriculture Officers are presented in Table 4.4

Table 4.4 Classification of the Sub Assistant Agriculture Officers according to their job facilities

Categories	SAAOs		Mean	Standard Deviation
	Number	Percent		
Low(below 15)	18	20	17.10	3.20
Medium (15-21)	67	74.44		
High (above 21)	5	5.56		
Total	90	100		

Analysis of data contained in Table 4.4 presented that the highest proportions (74.44 percent) of the Sub Assistant Agriculture Officers were in medium job facilities category, while 20 percent belonged to the low job facilities category. Only 5.56 percent of the Sub Assistant Agriculture Officers were in the high job facilities category. The table also revealed that 94.44 percent of the Sub Assistant Agriculture Officers belonged to the low to medium job facilities categories. It is well known to all that job facilities create environment of better job performance in any organization particularly in the extension organization. In this study medium category being the majority job performance of SAAO cannot be considered as extra ordinary. The job facilities of the SAAO indicate that they perform their jobs with inadequate facilities. They should be supplied more facilities. So that, their job performance will be better.

4.1.5 Extension media contact

The score of extension media contact of the Sub Assistant Agriculture Officers ranged from 9-27 against the possible range 0-48. The mean was 17.87 with a standard deviation of 3.96. This indicates that the study group was moderately heterogeneous in terms of extension media contact. On the basis of their extension media contact, the Sub Assistant Agriculture Officers were classified into three

categories namely, 'low', 'medium' and 'high' extension media contact. The basis of the categorization was Mean \pm Standard deviation. The distributions on accordance of extension media contact of the Sub Assistant Agriculture Officers are presented in Table 4.5

Table 4.5 Classification of the Sub Assistant Agriculture Officers according to their extension media contact.

Categories	SAAOs		Mean	Standard Deviation
	Number	Percent		
Low (up to 14)	17	18.89	17.87	3.96
Medium (15-22)	66	73.33		
High (above 22)	7	7.78		
Total	90	100		

Analysis of data contained in Table 4.6 presented that the highest proportions (73.33 percent) of the Sub Assistant Agriculture Officers were in medium extension media contact category, while 18.89 percent belonged to the low extension media contact category. Only 7.78 percent of the SAAOs were in the high extension media contact category. The table also revealed that 92.22 percent of the Sub Assistant Agriculture Officers belonged to the low to medium extension media contact categories. In fact, in their job performance extension workers need more information and technical messages. Information, motivation and education are the three basic dimensions of better job performance in the extension service. In this study, three fourth of the respondents have medium extension media contact. So that, we can say most of the SAAOs were careful about extension media contact. This is encouraging the job performance of a Sub Assistant Agriculture Officers.

4.1.6 Cosmopolitanism

The score of cosmopolitanism of the respondents ranged from 6 to 10 against the possible range 0 to 15 with an average 7.53 and standard deviation of 0.89. The basis of the categorization was Mean \pm Standard deviation. The categories and distribution of the respondents have been shown in the Table 4.6.

Table 4.6 Distribution of Sub-Assistant Agriculture Officers according to their cosmopolitanism

Categories	SAAOs		Mean	Standard Deviation
	Number	Percent		
Low (up to 7)	43	47.78	7.53	0.89
Medium (8-10)	47	52.22		
Total	90	100		

Data indicated that highest proportion (52.22%) of the respondents were in the “medium” category while 47.78 percent were in the “low” cosmopolitanism category. As like as extension media contact cosmopolitanism of extension worker is also very much important aspect for job performance. In this study the degree of cosmopolitanism of SAAO is decreasing. The cosmopolitanism of the Sub Assistant Agriculture Officers indicated that they have low to medium participation outside of their block.

4.1.7 Job satisfaction

The score of job satisfaction of the Sub Assistant Agriculture Officers ranged from 8-20 against the possible range 0-20. The mean was 13.11 with a standard deviation of 2.26. This indicates that the study group was moderately heterogeneous in terms of job satisfaction. On the basis of their job satisfaction, the

Sub Assistant Agriculture Officers were classified into three categories namely, 'low', 'medium' and 'high'. The basis of the categorization was Mean \pm Standard deviation. The distributions on accordance of job satisfaction of the Sub Assistant Agriculture Officers are presented in Table 4.7

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

Categories	SAAOs		Mean	Standard Deviation
	Number	Percent		
Low (Below 11)	6	6.67	13.11	2.26
Medium (11-15)	75	83.33		
High (Above 15)	9	10		
Total	90	100		

Analysis of data contained in Table 4.7 revealed that the highest proportions (83.33 percent) of the Sub Assistant Agriculture Officers were in medium job satisfaction category, while 10 percent belonged to the high job satisfaction category. Only 6.67 percent of the Sub Assistant Agriculture Officers were in the low job satisfaction category. The table also revealed that 93.33 percent of the Sub Assistant Agriculture Officers belonged to the medium to high job satisfaction categories. The job performance is supposed to be better if the incumbents are satisfied with their job status. Data regarding in job satisfaction indicate that SAAOs were pleased with their job which was essential for successful job performance.

4.1.8 Farmers' problem awareness

The score of farmers' problem awareness of the Sub Assistant Agriculture Officers ranged from 25-47 against the possible range 0-60. The mean was 35.48 with a standard deviation of 4.72. This indicates that the study group was moderately

heterogeneous in terms of farmers’ problem awareness. On the basis of their farmers’ problem awareness, the Sub Assistant Agriculture Officers were classified into three categories namely, ‘low’, ‘medium’ and ‘high’. The basis of the categorization was Mean \pm Standard deviation. The distributions on accordance of farmers’ problem awareness of the Sub Assistant Agriculture Officers are presented in Table 4.8

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

Categories	SAAOs		Mean	Standard Deviation
	Number	Percent		
Low (Below 31)	15	16.67	35.48	4.72
Medium (31-41)	66	73.33		
High (Above 41)	9	10		
Total	90	100		

Analysis of data contained in Table 4.8 presented that the highest proportions (73.33 percent) of the Sub Assistant Agriculture Officers were in medium farmers’ problem awareness category. On the other hand 16.67 percent belonged to the low farmers’ problem awareness category and only 10 percent of the Sub Assistant Agriculture Officers were in the high farmers’ problem awareness category. The table also revealed that 90 percent of the Sub Assistant Agriculture Officers belonged to the low to medium farmers’ problem awareness categories. It could be concluded that more than three fourth of the respondents were aware of their client system's problems. High awareness of problems is essential for successful transfer of technology and better job performance.

4.1.9 Problem confrontation

The score of problem confrontation of the Sub Assistant Agriculture Officers ranged from 30-53 against the possible range 0-80. The mean was 38.91 with a standard deviation of 5.12. This indicates that the study group was moderately heterogeneous in terms of problem confrontation. On the basis of their problem confrontation, the Sub Assistant Agriculture Officers were classified into three categories namely, 'low', 'medium' and 'high'. The basis of the categorization was Mean \pm Standard deviation. The distributions on accordance of problem confrontation of the Sub Assistant Agriculture Officers are presented in Table 4.9

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

Categories	SAAOs		Mean	Standard Deviation
	Number	Percent		
Low (Below 34)	12	13.33	38.91	5.12
Medium (34-44)	67	74.44		
High (Above 44)	11	12.22		
Total	90	100		

Analysis of data contained in Table 4.9 presented that the highest proportions (74.44 percent) of the Sub Assistant Agriculture Officers were in medium problem confrontation category. On the other hand 13.33 percent belonged to the low problem confrontation category. And 12.22 percent of the Sub Assistant Agriculture Officers were in the high problem confrontation category. The table also revealed that 87.77 percent of the Sub Assistant Agriculture Officers belonged to the low to medium problem confrontation categories. More than three fourth of SAAOs were in medium problem confrontation category. So it could be concluded

that when the SAAOs are satisfied with their job their problem confrontation cannot effect job performance.

4.2 Job performance of Sub-Assistant Agriculture Officers

The score of job performance of the Sub Assistant Agriculture Officers ranged from 42-77 against the possible range 0-92. The mean was 62.91 with a standard deviation of 6.35. This indicates that the study group was moderately heterogeneous in terms of job performance. On the basis of their job performance assessed by self-evaluation, the Sub Assistant Agriculture Officers were classified into three categories namely, 'low', 'medium' and 'high'. The basis of the categorization was Mean \pm Standard deviation. The distributions on accordance of job performance of the Sub Assistant Agriculture Officers are presented in Table 4.10

Table 4.10 Classification of the Sub Assistant Agriculture Officers according to their job performance

Categories	SAAOs		Mean	Standard Deviation
	Number	Percent		
Low (Below 55)	9	10	62.91	6.35
Medium (55-70)	72	80		
High (Above 70)	9	10		
Total	90	100		

Analysis of data contained in Table 4.10 revealed that the highest proportions (80 percent) of the Sub Assistant Agriculture Officers were in medium job performance category, while 10 percent belonged to the high job performance category. And 10 percent of the Sub Assistant Agriculture Officers were in the low job performance category assessed by self-evaluation. The table also revealed that

90 percent of the Sub Assistant Agriculture Officers belonged to the medium to high job performance categories assessed by self-evaluation.

4.3 Variables related on the job performance of SAAOs

In order to estimate the job performance of sub assistant agriculture officers from the independent variables, 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 job performance of Sub Assistant Agriculture Officers

Dependent variable	Independent variables	B	P	R ²	Adj. R ²	F	P
Job performance	Age	1.045	0.007***	0.423	0.336	2.552	0.012***
	Level of education	0.958	0.308				
	Service length	1.066	0.006***				
	Job facilities	0.343	0.116				
	Extension media contact	0.569	0.002***				
	Cosmopolitaness	1.010	0.182				
	Job satisfaction	0.255	0.418				
	Farmer's problem awareness	0.314	0.054**				
	Problem confrontation	-0.164	0.245				

*** Significant at p<0.01. ** Significant at p<0.05.

The data in Table 4.11 test the final null hypothesis: There is no contribution of the selected characteristics (age, level of education, service length, job facilities, extension media contact, cosmopolitanness, job satisfaction, farmer's problem awareness, problem confrontation) of sub assistant agriculture officers on the job performance.

In order to assess which factors contribute to the job performance of sub assistant agriculture officers, multiple regression analysis was used. Table 4.11 shows that there is a significant contribution of respondents' age, service length, extension media contact, farmer's problem awareness to the job performance of sub assistant agriculture officers. Of these, age, service length, extension media contact was the most important contributing factors (significant at the 1% level of significance). Farmer's problem awareness were also the important contributing factors (significant at the 5% level of significance).

42.3% ($R^2 = 0.423$) of the variation in the respondents' job performance can be attributed to their respondents' age, service length, extension media contact and farmers problem awareness, making this an excellent model (see 4.11). The F value indicates that the model is significant. However, each predictor may explain some of the variance in respondents' job performance conditions simply by chance. The adjusted R-square value penalizes the addition of extraneous predictors in the model, but values of 0.336 still show that the variance in respondents' job performance can be attributed to the predictor variables rather than by chance, and that both are suitable models (Table 4.11). In summary, the models suggest that the respective authority should consider the respondents' age, service length, extension media contact and farmer's problem awareness in job performance of sub assistant agriculture officers.

CHAPTER 5

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

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

5.1 Summary of findings

5.1.1 Characteristics of the SAAOs

Nine 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

Age of the SAAOs ranged from 26 to 57 years, the mean being 38 years. The highest proportions (73.34 percent) of the Sub Assistant Agriculture Officers were in middle aged, while 13.34 percent belonged to the young aged category. Only 13.34 percent of the Sub Assistant Agriculture Officers were in the old aged category.

Level of Education

The score of academic achievement of the Sub Assistant Agriculture Officers ranged from 13-15 and the mean was 13.33. The highest proportions (83.3 percent) of the Sub Assistant Agriculture Officers were in low academic achievement category, while 16.7 percent belonged to the high category.

Service length

Service length of the Sub Assistant Agriculture Officers ranged from 2-33 years and the mean was 12.38. The highest proportions (66.67 percent) of the Sub Assistant Agriculture Officers were in medium academic service length category,

while 22.23 percent belonged to the short service length category. And 11.11 percent of the Sub Assistant Agriculture Officers were in the high service length category.

Job facilities

The score of job facilities of the Sub Assistant Agriculture Officers ranged from 11-26 and the mean was 17.10. The highest proportions (74.44 percent) of the Sub Assistant Agriculture Officers were in medium job facilities category, while 20 percent belonged to the low job facilities category. Only 5.56 percent of the Sub Assistant Agriculture Officers were in the high job facilities category.

Extension media contact

The score of extension media contact of the Sub Assistant Agriculture Officers ranged from 9-27 and the mean was 17.87. The highest proportions (73.33 percent) of the Sub Assistant Agriculture Officers were in medium extension media contact category, while 18.89 percent belonged to the low extension media contact category. Only 7.78 percent of the Sub Assistant Agriculture Officers were in the high extension media contact category.

Cosmopolitaness

Cosmopolitaness of the respondents ranged from 6 to 10 against the possible range 0 to 18 with an average 7.53 and standard deviation 0.89. The highest proportion (52.22%) of the respondents were in the "medium " category while 47.78 percent were the "low" Cosmopolitaness category.

Job satisfaction

The score of job satisfaction of the Sub Assistant Agriculture Officers ranged from 8-20 and the mean was 13.11. The highest proportions (83.33 percent) of the Sub Assistant Agriculture Officers were in medium job satisfaction category while 10 percent belonged to the high job satisfaction category. Only 6.67

percent of the Sub Assistant Agriculture Officers were in the low job satisfaction category.

Farmers' problem awareness

The score of farmers' problem awareness of the Sub Assistant Agriculture Officers ranged from 25-47 and the mean was 35.48. The highest proportions (73.33 percent) of the Sub Assistant Agriculture Officers were in medium farmers' problem awareness category, while 16.67 percent belonged to the low farmers' problem awareness category. Only 10 percent of the Sub Assistant Agriculture Officers were in the high farmers' problem awareness category.

Problem confrontation

The score of problem confrontation of the Sub Assistant Agriculture Officers ranged from 30-53 and the mean was 38.91. The highest proportions (74.44 percent) of the Sub Assistant Agriculture Officers were in medium problem confrontation category, while 13.33 percent belonged to the low problem confrontation category. And 12.22 percent of the Sub Assistant Agriculture Officers were in the high problem confrontation category.

Job performance of Sub Assistant Agriculture Officers

The score of job performance of the Sub Assistant Agriculture Officers assessed by self evaluation ranged from 42-77 and the mean was 62.91. The highest proportions (80 percent) of the Sub Assistant Agriculture Officers were in medium job performance category, while 10 percent belonged to the high job performance category. And 10 percent of the Sub Assistant Agriculture Officers were in the low job performance category.

5.1.2 Variables related to the job performance of Sub Assistant Agriculture Officers

There is a significant contribution of respondents' age, service length, extension media contact and farmers' problem awareness. Of these, age, service length, extension media contact were the most important contributing factors (significant at the 1% level of significance) where age and extension media contact showed the negative significant level. Farmer's problem awareness were also the important contributing factors (significant at the 5% level of significance).

5.2 Conclusion

Findings of the study and the logical interpretations of their meanings in the light of other relevant facts prompted the researcher to draw the following conclusions:

1. The job performance of the SAAOs indicated that, 10% had low, 80% had medium and the rest 10% had high job performance. On the basis of above findings it may be concluded that overall job performance of the SAAOs is not satisfactory because only 10% had high job performance. So, intensive careful consideration should be maintained by the controlling officers of DAE to improve the job performance of the SAAOs.
2. The service length of SAAOs had significant contribution with the job performance of the SAAOs. So, the study indicated that, the higher the service length the higher the job performance of SAAOs. Thus, DAE should take appropriate steps like conducting training and motivational programs to increase the job performance of the SAAOs.
3. Farmers problem awareness of SAAOs showed the important contributing factor with the job performance. So, the study indicated that, the higher the farmers' problem awareness the higher the job performance of SAAOs. Thus, DAE should take appropriate steps to increase the awareness of the farmer.

4. A great majority (92.23 percent) of the SAAOs were young to middle aged. Age was an important contributing factor with the job performance of the SAAOs. The study indicated that, with the increasing of the age the job performance of SAAOs will be increased.

5. Multiple regression coefficients indicated that extension media contact had significant contribution with the job performance of the SAAOs. So the study indicated that, the higher the extension media contact the higher the job performance of SAAOs.

5.3 Recommendations

5.3.1 Recommendations for policy implications

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

1. It is recommended that adequate steps should be taken to ensure high level of job performance of the Sub Assistant Agriculture Officers (SAAOs). For achieving this, policy and procedure in respect of field extension, supervision, guidance, counseling and training of the SAAOs will be need a very careful consideration and modification according to necessary.
2. For improving the technical job responsibilities, DAE should take necessary actions. Concerned authorities should arrange necessary training for the SAAOs to increase their efficiency on subject like pest management, modern varieties, report writing etc.
3. The authority needs to provide necessary facilities and supports like office room, transport, training materials, agricultural inputs, credit etc. to the SAAOs to perform their job properly so that they remain satisfied with their job.

4. The Sub Assistant Agriculture Officers should not be stayed at a station for long time. After every 2-3 years they should be transferred at regular interval.
5. The immediate senior bosses such as AEO and UAO should increase field visit to inspect SAAOs activities. They should ascertain the progress of work scheduled for a particular plan of work.

5.3.2 Recommendation for further study

Bangladesh is an agricultural country. Most of the people of this country depend on agriculture. SAAOs play a vital role to disseminate the agricultural technology to the farmers. This study investigated the job performance of the Sub Assistant Agriculture Officers (SAAOs) of Jessore 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. This study was conducted only in five upazilas under Jessore district. Findings of the study need further verification through similar research in other parts of the country.
2. The study investigated the contribution of nine characteristics of the Sub Assistant Agriculture Officers with job performance. So it is recommended that further study would be conducted with other dependent and independent variables. It would be more effective.
3. Further study should be undertaken on the effectiveness of agricultural extension services and other related organizations in helping people to develop the agricultural sectors in Bangladesh.
4. This study was limited to job performance of the SAAOs only. It is necessary that further studies should be undertaken for understanding of job

performance of the different categories of personnel involved in the Department of Agricultural Extension (DAE).

5. It is not so easy to explore the job performance of the Sub Assistant Agriculture Officers. Measurement of job performance of the Sub Assistant Agriculture Officers is not free from questions. More reliable measurement of concerned variables is necessary for further study.

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INTERVIEW SCHEDULE FOR A RESEARCH STUDY
ON
JOB PERFORMANCE OF SUB ASSISTANT AGRICULTURE
OFFICERS OF THE DEPARTMENT OF AGRICULTURAL
EXTENSION

Serial no

Name of the respondent

BlockUnionUpazila

Dist

1. Age

What is your age? Ageyears.

2. Level of Education :

Please indicate your level of education.

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

3. Service Length

Please mention your length of service..... Years

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

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

12.	Agricultural publication			
13.	In service training			
14.	Necessary fund			
15.	Others			

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

Sl. No	Program/publication	Regularly	Occasionally	Rarely	Never
1.	Radio				
	a) Desh amar mati amar				
	b) Krishi Samachar				
	c) Sobuj Bangla				
	d) Khat Khamer				
	e) Ajker Krishi				
	f) Krishi katha				
	g) Azker chashabad				
2.	h) Agricultural news from different radio station				
	Television				
	a) Hrydaye Mati o Manush (Channel i)				
	b) Mati o Manush (BTV)				
3.	c) Dipto krishi (Dipto TV)				
	d) Agricultural news from different TV channels				
4.	News paper				
5.	Krishi katha				
6.	District bulletin of DAE				
	Leaflet/Book let				

6. Cosmopolitaness :

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

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

7. Job Satisfaction : Please indicate the extent of your agreement with the following statements regarding job satisfaction by putting tick (√) against each of the statements:

Sl. no.	Statement	Strongly agree	Agree	Not agree
1.	I get appropriate recognition from the colleagues and farmers of the area for the good work that I do			
2.	I feel pleasure by working as a SAAO			
3.	I feel that the work I am doing bring more benefit to the farmer of my area			
4.	I think that my job as a SAAO quite enjoyable as a result of which I never feel bored			

5.	Work as a SAAO in rural area is not less important in comparison to other field worker			
6.	I am satisfied because there is reward for my good work			
7.	Honesty, seniority and neutrality are maintained in case of promotion			
8.	I am encouraged as there is provision of punishment for absence from the station and negligence from the service			
9.	I feel encouraged by taking suggestion about agriculture from the local leader and the farmer			
10.	I also feel encourage by taking suggestion from the colleague			

8. Farmers' problem awareness:

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

Sl. no	Subject	Extent of problem awareness			
		High	Medium	Little	Not at all
1.	Illiteracy of farmer				
2.	Unavailability of Agril. Inputs				
3.	High price of Agril. Inputs				
4.	Low price of Agril. Product				
5.	Lack of quality seeds				
6.	Inadequate use of organic fertilizer				
7.	Decreasing of soil fertility due to intensive cultivation				
8.	Decreasing of soil Productivity due to intensive cultivation				
9.	Lack of knowledge about spray machine				
10.	Lack of knowledge in selecting proper irrigation method				
11.	Lack of knowledge about critical period of irrigation				
12.	Complexity in applying new technology				
13.	Ignorance of cropping pattern				

14.	Ignorance of food processing of female farmer				
15.	Lack of food nutrition knowledge of female farmer				
16.	Lack of knowledge of seed preservation				
17.	Lack of co-operative attitude among the farmers				
18.	Lack of knowledge for homestead gardening of the female farmer				
19.	Difficulty of operating irrigation equipment due to irregular supply of electricity				
20.	Use of adulterated insecticide				

9. Problem confrontation :

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

Sl. no.	Problems	Extent of problem confrontation				
		Very High	High	Medium	Little	Not at all
1.	Limited scope of promotion					
2.	No incentive for successful job performance					
3.	No punishment for negligence of duties					
4.	SAAO not motivated at extension work effectively					
5.	Lack of accountability					
6.	SAAO do not spend time on extension					
7.	Posted far from home					
8.	Lack of supervision by the high officials					
9.	Poor relation with the supervisory officer					
10.	Political influence					
11.	Inadequate training					
12.	Absent from duty place					
13.	Limited scope of SAAO for solving farmers' problem not related to DAE					
14.	Low working efficiency					
15.	Spend time on non DAE work					

16.	Lack of transport for traveling					
17.	Lack of extension activities					
18.	Frequent transfer					
19.	Lack of roads and paths in the working area					
20.	Lack of demonstration materials					

10. 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	High	Medium	Low	Very low
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.	Preparing extension tour program with the help of AEO					
6.	Monitoring and evaluation of extension program within the block					
7.	Maintain liaison between farmers and higher authority					
8.	Maintaining a daily note book					
9.	Attending the monthly formal training session					
10.	Reporting farmers problem and needs regularly					
11.	Ability to diffusion of innovation of agricultural technology					
12.	Motivate the farmers for cultivating HYV of crops					
13.	Establishment of demonstration plot					
14.	Organize and manage group meeting					
15.	organize and manage group meeting timely					

16.	Proper suggestion at the time of disease infection					
17.	Proper suggestion at the time of pest infestation					
18.	Suggestion for irrigation and drainage					
19.	Timely organize and manage farmer's rally and field day					
20.	Initiativeness in Agril. development within the block					
21.	Extent of communication with the farmers					
22.	Extent of communication with homestead female farmer and poor farmers					
23.	Extent of communication with other non-government organization engaged in Agril. Development					

Thanks for your kind cooperation.

Signature of the interviewer