

## Job Performance of Agriculture Extension Assistant in Latur District

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### ABSTRACT

*The present study was conducted in Latur district to study the job performance and job satisfaction of Agriculture Extension Assistant who are important functionaries positioned in the interface of grass root workers and the higher managerial cadres. The important position of this crucial change agent in the extension approach makes it necessary to understand him/her all dimensions. The ex-post-facto research design was adopted for this study. It was noticed that majority of respondents 62.50 per cent were middle age group, 54.17 per cent had agriculture diploma level education, and*

*61.67 per cent were male agriculture assistant. Majority of respondents had medium experience, annual income, distance from native place, training received, organizational climate, achievement motivation and job stress. It was concluded that the job performance of respondents were 70.83 per cent respondents had medium job performance while, 15.83 per cent respondents had low and 13.34 per cent respondents had high job performance. Age, education, gender, experience, training received and achievement motivation of the agriculture extension assistant member established positive & highly significant relationship with job performance. There was positive and significant relationship between annual income, organizational climate, distance from native place and job stress with job performance at 0.01 per cent.*

*Key words: Job performance, Job satisfaction, Agriculture Extension Assistant (AEA)*

### INTRODUCTION

The Agriculture Department is entrusted with the task of ensuring all-round development of Agriculture. Since its inception in 1913, Department of Agriculture has under gone a sea change. Today Maharashtra State Department of Agriculture has several well-defined and specific objectives. In order to achieve these objectives, various activities and programmed are being carried out by the department through the extension personnel. It is being increasingly realized that the ultimate implementation of management strategies comes through the people working in the organization. Unless the employees are well informed about their performance and also their strong and weak points, it's very difficult for them to improve their level of performance. Job performance implies how an incumbent actually perform in given situation, as distinct from how he is supposed to perform. Job performance is the function of both role and personality of an individual. The job performance is the actual behavior of an individual and is an important criterion for measuring the effectiveness of an organization.

The will of the agriculture extension assistant to perform the duties assigned to him

determine his efficiency and effectiveness in the field. The job satisfaction of agriculture extension assistant is very important as far as his performance in his job concerned. For successful dissemination of services and latest technologies at farmer's field by the agriculture extension assistant effective job performance as well as job satisfaction is required. By assessing overall job performance one can find out the extent to which individuals successfully deal job related demand, challenges and opportunities. Also this has been accepted as an integral part of the management process in agriculture department. Assessing job performance helps in determining employee training need, review salary and administration. Several factors like personal characters, the working condition and environment around the job, job stress and satisfaction within the job influence the job performance well as well as job satisfaction of the agriculture extension assistant.

#### Objectives

1. To study the profile of agriculture extension assistant
2. To study the relationship between job performance of agriculture extension assistant with their profile

### METHODOLOGY

The present study was conducted in Latur district of the Marathwada Region of Maharashtra state. There were ten tahsils in Latur district were selected randomly. All the agriculture extension assistant in each of selected talukas were considered for the purpose of study and those assistant present for weekly meeting was considered for study. Thus

20 agriculture assistant from each tahsil was selected randomly to comprise a total sample size 120. Ex-post facto design of social research was used in the present study. Frequency and percentage, mean, standard deviation these are the statistic parameters were included for analysis.

### RESULT AND DISCUSSION

*Table 1  
Distribution according to Profile of Agriculture Extension Assistant*

Sl. No.	Particulars	Category	Frequency	Percentage
1	Age	Young age (up to 33 years)	25	20.83
		Middle age (33 to 44 years)	75	62.50
		Old age (above 44 years)	20	16.67
		Total	120	100.00
2	Education	Agricultural diploma	65	54.17
		B.Sc. Agri. (Graduates)	36	30.00
		M.Sc. Agri. (Post Graduates)	19	15.83
		Ph. D	00	00.00
		Total	120	100.00
3	Gender	Male	74	61.67
		Female	46	38.33
		Total	120	100.00
4	Experience	Low (up to 4 years)	7	05.83
		Medium (4 to 18 years)	98	81.67
		High (above 18 years)	15	12.50
		Total	120	100.00
5	Annual Income	Low (up to 2 lakhs)	10	08.33
		Medium (2 to 4 lakhs)	92	76.67
		High (above 4 lakhs)	18	15.00
		Total	120	100.00
6	Training Received	Low (up to 6)	14	11.67
		Medium (6 to 19)	95	79.16
		High (above 19)	11	9.17
		Total	120	100.00
7	Organization climate	Low (up to 15)	24	20.00
		Medium (15 to 31)	72	60.00
		High (above 31)	24	20.00
		Total	120	100.00
8	Distance from native	Low (up to 15 km)	10	08.33
		Medium (15 to 28 km)	92	76.67
		High (above 28 km)	18	15.00
		Total	120	100.00
9	Achievement Motivation	Low (up to 24)	17	14.17
		Medium (25 to 42)	85	70.83
		High (above 43)	18	15.00
		Total	120	100.00
10	Job stress	Low (up to 38)	22	18.33
		Medium (38 to 68)	78	65.00
		High(above 68)	20	16.67
		Total	120	100.00

### Age

It was observed from Table 1 that a large proportion of respondents (62.50%) belonged to middle age group which are considered as actively working age groups.

### Education

Education wise distribution of respondents it was clear from Table 1 that more than half of the respondents (54.17%) were agricultural diploma holders followed by graduate respondents were 30.00 per cent and 15.83 per cent respondents were post-graduate.

### Gender

It was clear from Table 1 that more than three fifth of respondents (61.67%) had male and remaining (38.33%) of the female agriculture extension assistants.

### Experience

It was clear from Table 1 that majority of the respondents (81.67%) had 4-18 years experience while, 05.83 per cent of the respondents had experience up to 4 years while only (12.50%) respondents had above 19 years of service experience.

### Annual income

It was observed from Table 1 that 76.67 per cent of the respondents had medium annual income followed by 15.00 per cent had high annual income and 08.33 per cent of respondents had low annual income.

It may thus, be inferred that majority of the respondents had annual income in between Rs. 2,00,001 to Rs. 4,00,001.

### Training received

It was observed from Table 1 that majority of the respondents (79.16%) had number of training received between 6 to 19. while 09.17 per cent of the respondents had received above high i.e. 19 number of training.

### Organizational climate

It was observed in Table 1 that the 60.00 per

cent of the respondents were medium organizational climate while, 20.00 per cent were low and 20.00 per cent were high organizational climate respectively.

### Distance from native place

The data From the Table 1 observed that the 76.67 per cent respondents were medium distance from native place while, 15.00 per cent respondents were high and 08.33 per cent respondents were low distance from native place . Distance from native place may influence the job performance of the respondents. Early and easily approachable distance may facilitate proper management of once household problems and official work.

### Achievement motivation

It was found that From the Table 1 the majority of respondents (70.83%) had medium achievement motivation while, 15.00 per cent respondents had high and 14.17 per cent respondents had low achievement motivation. When the employee feeling that he is done something of which he could naturally be proud of he feel satisfied and pleased with his achievement.

### Job stress

It was observed that from the Table 1 the 65.00 per cent respondents had medium job stress while, 18.33 per cent respondents had low and 16.67 per cent respondents had high job stress.

It was operationalised as the degree of stress physically or mentally a respondent is experiencing while attending day to day departmental job. These findings were similar to finding reported by Manjunath (2004), Sandika (2006) and Mishra *et al.* (2007).

### Dependent variable

#### Job Performance

In this study job performance was operationalised as the degree to which the different job duties (activities) were performed by the respondents as the occupants of the post.

The job performance of Agriculture Extension Assistant was measured by using the

scale developed by Sundaraswamy (1987) with some modifications based on the pilot study conducted. The scale consisted of 36 job items on a three point continuum namely most efficient, efficient and less efficient with score 3, 2 and 1, respectively. The maximum and minimum scores that could be obtained by an Agriculture Extension Assistant were 108 and 36, respectively.

The performance score on all the job items was summed up to get the job performance score of an Agriculture Extension Assistants. Then the respondents were categorised into three, based on the maximum possible score for each category.

$$\text{Job performance index} = \frac{\text{Actually obtained score}}{\text{Maximum obtainable score}} \times 100$$

Table 2  
Statement wise distribution of job performance of respondents

Sl. No.	Statements	M.E	E	L .E
I	Planning and Organizing			
1	Planning to allot time for guidance	30 (25.00)	60 (50.00)	30 (25.00)
2	Providing relevant technical support to all the AA's working under you.	8 (6.66)	78 (65.00)	34 (28.33)
3	Visiting the ranges and circles on a planned schedule.	15 (12.05)	65 (54.16)	40 (33.33)
4	Using instructional aids in all educational activities	20 (16.66)	90 (75.00)	10 (8.33)
5	Planning for conducting farm trails with SMS's and helping AA's to conduct farm trails as planned	12 (10.00)	100 (83.33)	8 (6.66)
6	Planning to visit fields to organizing field activities in such a ways to help AA's in their work	14 (11.66)	86 (71.66)	20 (16.66)
7	Planning to organize demonstrations	23 (19.16)	77 (64.16)	20 (16.66)
8	Planning for organizing farm exhibitions	20 (16.66)	75 (62.50)	25 (20.83)
9	Planning for future activities	27 (22.50)	58 (48.33)	35 (29.16)
II	Guidance and Training			
1	Guiding the AA's of my range in building up their professional competence.	30 (25.00)	45 (37.50)	45 (37.5)
2	Training the AA's on the formation of appropriate follow up strategies for all educational programmes.	30 (25.00)	60 (50.00)	30 (25.00)
3	Training the AA's in the selection, use of teaching said and preparation of simple teaching materials, using the locally available materials for use in their work.	35 (29.17)	50 (41.66)	35 (29.17)
4	Guiding the AA's in carrying out their field activities as per plan.	35 (29.17)	65 (54.16)	20 (16.67)
5	Guiding the AA's to analyses field problems and to find out practical solutions.	32 (26.67)	78 (65.00)	10 (8.33)
6	Training the AA's for effective communication of the impact points of messages to farmers for adoption.	43 (35.83)	67 (55.83)	10 (8.33)
7	Guiding the AA's to reach different target groups.	48 (40.00)	62 (51.66)	10 (8.33)
8	Guiding the AA's in bio-monthly training sessions regularly.	10 (8.33)	90 (75.00)	20 (16.66)
9	Training the AA's in providing suitable advice to farmers regarding application of fertilizers	13 (10.83)	80 (66.66)	27 (22.50)

Sl. No.	Statements	M.E	E	L.E
III	Supervision and Reporting			
1	Visiting the AA's circles to supervise the work of AA's.	21 (17.50)	89 (74.16)	10 (08.33)
2	Supervising to ascertain that farmers are receiving appropriate technical recommendation and are aware of impact points.	24 (20.00)	76 (63.33)	20 (16.66)
3	Supervising to ascertain that AA's regularly visited the farmer's fields.	11 (09.16)	75 (62.05)	34 (28.34)
4	Supervising to ensure whether farmers are adopting recommendation.	31 (25.84)	68 (56.66)	21 (17.50)
5	Supervising to see that contact farmers have been selected as per guidelines.	23 (19.17)	80 (66.66)	17 (14.17)
6	Supervising to ensure that non contact farmers are also systematically contacted by the AA's.	10 (8.33)	98 (81.67)	12 (10.00)
7	Supervising to ensure that all AA's of your range will participate regularly in training sessions meant for them.	12 (10.00)	90 (75.00)	18 (15.00)
8	Submitting all the reports promptly in the prescribed proforma with all details	15 (12.50)	85 (70.83)	20 (16.67)
9	Reporting problems of AA's and farmers with relevant details which need special attention by the authority concerned for needful.	16 (13.33)	77 (64.17)	27 (22.50)
10	Maintaining a simple diary in which activities and observation are recorded.	25 (20.83)	85 (70.83)	10 (8.33)
11	Ensuring that group meetings for farmers are being conducted regularly by the AA's.	10 (08.33)	90 (75.00)	10 (8.33)
12	Ensuring crop cutting experiments or other experiments entrusted to AA's by the Dept. is being conducted as per procedure.	18 (15.00)	90 (75.00)	12 (10.00)
13	Attending field days conducted by each AA on rotation basis.	08 (06.66)	100 (83.33)	12 (10.00)
14	Ensuring that details of input requirement are prepared by the AA's for the village cooperative society well in advance.	15 (12.05)	88 (73.33)	17 (14.16)
IV	Supporting			
1	Providing information on input supply and demand and market condition relying on AA's and own observation.	13 (10.83)	87 (72.50)	20 (16.66)
2	Informing the sources of input availability and market facilities to AA's and farmers.	30 (25.00)	78 (65.00)	12 (10.00)
3	Maintaining allied relation with other agencies.	35 (29.17)	65 (54.17)	20 (16.66)
4	Attending any other duties assigned by the higher authorities of the department.	20 (16.66)	75 (62.50)	25 (20.83)

It was categories into three groups more efficient (M.E), efficient (E), less efficient (L.E) and From above findings, it may be concluded that majority of the respondents had done the activities efficiently (E).

From Table 2, it is revealed that majority of respondents (83.33%) were from efficient performed activities those were planning for conducting farm trails with SMS's and helping AA's to conduct farm trails as planned and 75.00 per cent using instructional aids in all educational activities. also shows that more than half of the respondents (54.16%) were from efficient performed activities that visiting the ranges and circles on a planned schedule.

More than three fifth (65.00%), (64.16%) and (62.50%) of the respondents were from efficient performed activity Providing relevant technical support to all the AA's working under you, Planning to organize demonstrations and Planning for organizing farm exhibitions respectively.

It is revealed that majority of respondents (75.00%) were from efficient performed activities those were guiding the AA's in bio-monthly training sessions regularly and Training the AA's in providing suitable advice to farmers regarding application of fertilizers were 66.66 per cent.

Table 2, show that more than half of the respondents (55.83%) were from efficient performed activity training the AA's for effective communication of the impact points of messages to farmers for adoption and Guiding the AA's in carrying out their field activities as per plan 54.16 per cent followed by 51.66 per cent guiding the AA's to reach different target groups.

From Table 2, it is revealed that majority of respondents (83.33%) were from efficient performed activities those were attending field days conducted by each AA's on rotation basis and most of them of the respondents (81.67%) Supervising to ensure that non contact farmers are also systematically contacted by the AA's. it also concluded that the 75.00 per cent of respondents were ensuring crop cutting experiments or other experiments entrusted to AA's by the Dept. is being conducted as per procedure, ensuring that group meetings for farmers are being conducted regularly by the AA's and supervising to ensure that all AA's of your range will participate regularly in training sessions meant for them respectively. Followed by visiting the AA's circles to supervise the work of AA's was 74.16 per cent and 73.33 per cent of the respondents ensuring that details of input requirement are prepared by the AA's for the village cooperative society well in advance.

From Table 2, observed that the 70.83 per cent maintaining a simple diary in which activities and observation are recorded and submitting all the reports promptly in the prescribed proforma with all details of the respondents respectively. Also observed that the majorities of respondents (72.50%) were from efficient performed activities providing information on input supply and demand, and market condition relying on AA's and own observation. Table 18, revealed that 65.00 per cent of the respondents were informing the sources of input availability and market facilities to AA's and farmers and also 62.50 per cent of the respondents attending any other duties assigned by the higher authorities of the department. More than half of the respondents (54.17%) maintaining allied relation with other agencies.

Coefficient of correlation

Table 3  
Relationship between job performances of agriculture extension assistant with their profile

Sl. No.	Independent variables	Co-efficient of correlation
1	Age	0.292**
2	Education	0.292**
3	Gender	0.304**
4	Experience	0.285**
5	Annual income	0.200*
6	Training received	0.316**
7	Organizational climate	0.220*
8	Distance from native place	0.235*
9	Achievement motivation	0.285**
10	Job stress	0.242*

\* Significant at 0.05 level of probability      \*\* Significant at 0.01 level of probability.

### Age and job performance

From the Table 3 concluded that the age of the agriculture extension assistant members established positive and highly significant relationship with job performance.

It means that age of the respondents affects the job performance of agriculture extension assistant. This may be due to the fact that in this increasing competitive world on-field job performance required youthful activity. Hence the middle age groups were more active than the old age group and their overall performance definitely increased.

This finding was similar to findings reported by Mishra *et al.* (2011) etc.

### Education and job performance

It was indicated in the Table 3 Highly significant and positive relationship found between the education and job performance of Agriculture Extension Assistant.

Higher education hardly put any major effect in the performance of agriculture extension assistant. The performances of the individual not only depend on the level of formal education but also on the factors like practical orientation, integration of knowledge and skill etc. Higher in education might have provided good opportunity to gain knowledge and performed better which might be the reason for positive impact on performance.

This findings were similar to findings reported by Rezaei *et al.* (2016).

### Gender and job performance

The result shown in the Table 3 clear that there is positive and highly significant relationship between gender and job performance. Therefore, the gender affects the job performance of respondents. The female member did not perform better than male member if number of male members present.

This finding was similar to findings reported by Rezaei *et al.* (2016) and Verma *et al.* (2013).

### Experience and job performance

In the Table 3 result shown that there was positive and highly significant relationship of the experience with the job performance.

Past work, experience might help in promoting knowledge about the various functions to be carried. This is quite logical that highly experienced members are well acquainted with role and working and by performing their role in different functions.

These findings were similar to findings reported by Mishra *et al.* (2011) and Ratnayake and Gupta (2014).

### Annual income and job performance

From the Table 3 observed that there was significant and positive relationship between annual income and job performance of the respondents. Annual income of the family help to increase the living standard, thus annual income had positive relationship with job performance of Agriculture Extension Assistant.

These findings were similar to findings reported by Mishra *et al.* (2007) and Bhoite (2007).

### Training received and job performance

In Table 3 indicated there was highly significant and positive relationship between training received and job performance of the respondent. Training improves the capability, capacity and performance of the agriculture extension assistant towards the various job assigned to them.

These findings were similar to findings reported by Nongtdu *et al.* (2012) and, Ratnayake and Gupta (2014).

### Organizational climate and job performance

It was indicated in the Table 3 there was positive and significant relationship between organizational climate and job performance. The department of agriculture is considerably large and most of the staffs have become impersonal and hence the organizational climate might have executed effect on the job performance level.

These findings were similar to findings reported by Giri and Kumar (2011), Sholkhe and Choudhary (2011), Rao *et al.* (2014).

Distance from native place and job performance

The data in Table 3 concluded that there was positive and significant relationship between Distance from native place and job performance.

The probable reason for positive and significant association between distance from native place and job performance may be due transportation. Also, if the distance from posting was near from the place of family's residence than there is more contribution to working hours to their job which ultimately lead to increase in job performance. The above finding was similar to the finding of Goyal (2013).

Achievement motivation and job performance

The data in the Table 3 indicated that there was positive and highly significant relationship between achievement motivation and job

performance. It assumed that achievement motivation forces the individual towards reaching some goals, which he has set for himself. Higher the association with individual higher will be his/her affords. They have opportunity of promotion. These findings of study were similar to findings reported by Rezaei *et al.* (2016), Manjunath and Shashidahra (2011), Ratnayake and Gupta (2014).

Job stress and job performance

The data in the Table 3 observed that there was positive and significant relationship between job stress and job performance. The fact that any kinds of stress increase the efficiency of persons to perform any activity which is exchange also significantly increases the job performance of agriculture extension assistants.

These findings of the study were similar to findings reported by Shahid *et al.* (2015).

Multiple Regressions Analysis

Table 4  
Multiple regression analysis of job performance of respondents with profile

Sl. No.	Variables	Regression Coefficients (B)	Standard Error (SE)	't' value
1	Age	0.088	0.300	0.295 <sup>NS</sup>
2	Education	5.645	1.966	2.870*
3	Gender	8.147	3.128	2.603*
4	Experience	-0.099	0.266	-0.374 <sup>NS</sup>
5	Annual income	2.421	1.595	1.517 <sup>NS</sup>
6	Training received	0.249	0.250	0.998 <sup>NS</sup>
7	Organizational climate	0.075	0.187	0.402 <sup>NS</sup>
8	Distance from native place	0.429	0.214	2.004*
9	Achievement motivation	0.274	0.176	1.557 <sup>NS</sup>
10	Job stress	0.104	0.104	1.007 <sup>NS</sup>

\* Significant at 0.05 level of probability, R<sup>2</sup>- 0.4132, F - 4.92, NS - Non-significant

It could be observed from Table 4 that coefficient of determination (R<sup>2</sup>) of the independent variables was 0.4132 per cent. It means that 41.32 per cent of total variation in the job performance of respondents was explained by the ten selected independent variables.

The remaining 58.68 per cent of job

performance of respondents was remains unexplained also it was observed that, amongst ten independent variable six variable *viz.* age, training received, achievement motivation, annual income, organizational climate and job stress was positive but non-significant relationship with job performance and experience was negatively non



significant with job performance of respondents. Whereas three variables viz., distance from native place, gender and education were found to be positively significant at 0.01% level of probability.

#### CONCLUSION

The study indicated that, the job performance and job satisfaction of agriculture extension assistant concluded from the present study that majority of the respondents were having medium level of age, most of the agriculture extension assistants were agri. diploma holders, majority of respondents were medium annual income and male respondents were more than female respondents.

Further it could observe that majority of the

respondent were medium level of job stress, organizational climate and Achievements motivation. Majority of the respondents had a medium level of job satisfaction and job performance.

Independent variables like age, education, gender, experience, trainings received and achievement motivation found to be positive and highly significant relationship with job performance of agriculture extension assistant. Variables like annual income, organizational climate, distance from native place and job stress were positive and significant relationship job performance.

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