A STUDY ON THE JOB PERCEPTION AND JOB PERFORMANCE OF AGRICULTURAL DEVELOPMENT OFFICERS WORKING IN T & V SYSTEM IN THREE DISTRICTS OF HARYANA STATE

A THESIS SUBMITTED TO THE GUJARAT AGRICULTURAL UNIVERSITY IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE

OF

Master of Science

(AGRICULTURE)

IN EXTENSION EDUCATION

BY

Suresh Kumar Singhroha

B. Sc. (Agri.)

DEPARTMENT OF EXTENSION EDUCATION

B. A. COLLEGE OF AGRICULTURE

GUJARAT AGRICULTURAL UNIVERSITY

ANAND CAMPUS, ANAND.

1990.
ABSTRACT
A STUDY ON THE JOB PERCEPTION AND JOB PERFORMANCE OF AGRICULTURAL DEVELOPMENT OFFICERS WORKING IN T&V SYSTEM IN THREE DISTRICTS OF HARYANA STATE

Name of the student Major Advisor
Suresh Kumar Singhroha Dr. H.L. Patel

B.A. College of Agriculture, Gujarat Agricultural University, Anand Campus, Anand-388110.

Change is the law of nature, change for the better is always desirable. Post independent India has witnessed and experienced many changes in the approaches for agricultural development. Agricultural extension system, as a major channel for transmission of useful and dependable technology, serve to a greater extent to bridge the gap between the research station and peasants. After independence, India launched so many programmes for increasing agricultural production. Due to lack of well organised extension services, growth of agricultural development was slow. As a remedial measure, the T&V System of agricultural extension has been introduced in 1974. The T&V System in Haryana has been introduced in 1979 with aims to build up professionalism in extension. Agricultural Development Officers who are the key functionaries at the grass-root level in the training and visit system. Job performance is the actual behaviour of the incumbent but sometime, various constraints also come in the way of its application. Keeping the above fact in view, the study entitled "A study on the
job perception and job performance of the Agricultural Development Officers working in T&V System in three districts of Haryana State" was undertaken with the following specific objectives.

OBJECTIVES OF THE STUDY

The specific objectives of the study were as under.

1. To study the socio-economic and personal characteristics of the Agricultural Development Officers.
2. To determine the job perception of the Agricultural Development Officers.
3. To assess the actual level of job performance of Agricultural Development Officers by self rating.
4. To find out the association of socio-economic and personal characteristics with job performance of the Agricultural Development Officers.
5. To find out the relationship of job perception with job performance of the Agricultural Development Officers.

METHODOLOGY

The present study was carried out in three districts of Haryana State viz. Rohtak, Jind and Sonepat. All the Agricultural Development Officers working under T&V System in three districts (Rohtak, Jind and Sonepat) were purposely selected for the study. The total Agricultural Development Officers considered as the sample for the study were 110.
The job perception and job performance of the Agricultural Development Officers of three districts in Haryana State was measured with the help of 'teacher made scale' developed on the basis of principles of Likert method.

The tool of the study was interview schedule. The Agricultural Development Officers personally contacted by the investigator himself at their headquarters. The actual work of data collection was done during the month of June 1990. Socio-economic and personal characteristics were studied and presented in terms of frequencies and percentages. For testing the association of socio-economic and personal characteristics with the job performance of the Agricultural Development Officers, chi-square ($x^2$) test was used and to know the relationship between the job perception of the Agricultural Development Officers and their job performance, co-efficient of correlation test was used.

The data collected through interview schedule, were tabulated, organised, analysed with the help of computer and presented in a way that it may give proper representation and answer to the specific objectives of the study. The findings of the study emerged out of the data are summarised as below.

**MAJOR FINDINGS**

1. All the Agricultural Development Officers were in the age group of less than fifty years and majority of the respondents belonged to middle age group.
2. A great majority (90.00 per cent) of the Agricultural Development Officers were Agricultural graduates.

3. A great majority (93.64 per cent) of the respondents belonged to farm family.

4. Most of the Agricultural Development Officers were married.

5. Majority (84.55 per cent) of the Agricultural Development Officers were posted in villages.

6. More than three fourth (78.18 per cent) of the Agricultural Development Officers were having small to medium land holdings.

7. Most (98.18 per cent) of the Agricultural Development Officers belonged to rural background.

8. Majority of Agricultural Development Officers were in the category of Rs.2500/- to 3500/- per month as their salary.

9. More than two third (70.00 per cent) of the Agricultural Development Officers were having medium service experience.

10. A good majority (67.18 per cent) of the Agricultural Development Officers had acquired training.

11. Majority (57.27 per cent) of the Agricultural Development Officers were having 3 to 4 villages as their area of jurisdiction.

13. More than one half (57.27 per cent) of the Agricultural Development Officers were posted more than 30 KM away from their native places.
14. About one half (50.91 per cent) of the Agricultural Development Officers had medium level of job perception.

15. Nearly one half (46.36 per cent) of the Agricultural Development Officers belonged to medium level category of job performance.

16. It was observed that there was found significant association of characteristics like, education, father’s occupation, land holding, area of jurisdiction and stay at headquarters with the job performance of Agricultural Development Officers.

17. There was no association of characteristics like age, experience, training acquired, distance from native place and salary with the job performance of Agricultural Development Officers.
Dr. H. L. Patel
Extension Educationist (Methods),
I/c Principal,
Extension Education Institute,
Gujarat Agricultural University,
Anand Campus, Anand-388110.

CERTIFICATE

This is to certify that the thesis entitled "A STUDY ON THE JOB PERCEPTION AND JOB PERFORMANCE OF THE AGRICULTURAL DEVELOPMENT OFFICERS WORKING IN T&V SYSTEM IN THREE DISTRICTS OF HARYANA STATE" submitted by Shri Suresh Kumar Singhroha in partial fulfilment of the requirements for the award of the degree of Master of Science (Agriculture) in Extension Education of the Gujarat Agricultural University is a record of bonafide research work carried out by him under my personal guidance and supervision and the thesis has not previously formed the basis for the award of any degree, diploma or other similar title.

Anand,
Date: September 20th, 1990.

Major Advisor

( H. L. Patel )
ACKNOWLEDGEMENT

This memorable occasion provides me a unique privilege to express my sincere and profound gratitude to Dr. H.L. Patel, Extension Educationist (Extension Teaching Methods), I/c Principal, Extension Education Institute, Gujarat Agricultural University, Anand Campus, Anand. His valuable counsel and untiring guidance have formed the very foundation for this study. I confess that it has been a privilege for me to work under his kind control throughout the course of study and in preparation of this manuscript.

I wish to express my thanks to Prof. H.N. Patel, Retired Principal, Extension Education Institute for his valuable suggestions and guidance.

My grateful thanks are also due to the members of my advisory committee, Dr. K.F. Patel, I/c S.S.K., Professor of Extension Education, Dr. N.M. Patel, Professor of Statistics, B.A. College of Agriculture, Prof. T.N. Barewadia, Associate Research Scientist (Agronomy), B.A. College of Agriculture, Anand Campus for their useful suggestions and guidance.

I am highly thankful to Director of Agriculture, Government of Haryana and Directorate of Extension (Training), Government of India for deputing me to pursue higher studies.

My sincere thanks are also due to Dr. J.C. Trivedi, Prof. V.D. Suryavanshi, Shri N.B. Chauhan, Shri B.B. Patel and other staff members of Extension Education Institute, Anand for their help accorded to me during my study.
Heartfelt thanks again are due to Shri J.G. Patel, Asstt. Professor of Statistics, B.A. College of Agriculture, Anand who has very kindly provided me necessary help and guidance in the statistical analysis of the data with the help of computer.

I am very much grateful to the office staff of Director of Campus and office of Principal of B.A. College of Agriculture who provided all sort of help throughout the course of my study.

I express my deepest appreciation and respects to my mother, brother and gratitude to my wife Kamlesh, daughters Monika and Rekha for their moral support, patience and sacrifice of their own happiness.

Last but not least, I thank to all my relatives and friends, who help me directly or indirectly during the course work and study.

Thanks are also due to Mr. S.A. Bodla for excellent and neat typing of this thesis.

Anand,
Date: (S. K. Singhroha)
# LIST OF CONTENT

<table>
<thead>
<tr>
<th>Chapter</th>
<th>Page No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>1-13</td>
</tr>
<tr>
<td>1.1 Statement of problem</td>
<td>7</td>
</tr>
<tr>
<td>1.2 Objectives of the study</td>
<td>9</td>
</tr>
<tr>
<td>1.3 Importance of the study</td>
<td>10</td>
</tr>
<tr>
<td>1.4 Limitations of the study</td>
<td>11</td>
</tr>
<tr>
<td>1.5 Hypotheses of the study</td>
<td></td>
</tr>
<tr>
<td>1.6 Working definitions</td>
<td>12</td>
</tr>
<tr>
<td>II</td>
<td>14-33</td>
</tr>
<tr>
<td>2.1 Socio-economic and personal characteristics</td>
<td>14</td>
</tr>
<tr>
<td>2.2 Job perception and job performance</td>
<td>20</td>
</tr>
<tr>
<td>2.3 Personal, socio-economic characteristics associated with job performance</td>
<td>24</td>
</tr>
<tr>
<td>III</td>
<td>34-46</td>
</tr>
<tr>
<td>3.1 Plan of study</td>
<td>34</td>
</tr>
<tr>
<td>3.2 Area of study</td>
<td>35</td>
</tr>
<tr>
<td>3.3 Sample of study</td>
<td>36</td>
</tr>
<tr>
<td>3.4 Construction of interview schedule</td>
<td>37</td>
</tr>
<tr>
<td>3.5 Pre-testing of interview schedule</td>
<td>38</td>
</tr>
<tr>
<td>3.6 Collection of data</td>
<td>38</td>
</tr>
<tr>
<td>3.7 Statistical framework for analysis of data</td>
<td>39</td>
</tr>
<tr>
<td>IV</td>
<td>47-65</td>
</tr>
<tr>
<td>4.1 The socio-economic and personal characteristics of Agricultural Development Officers</td>
<td>48</td>
</tr>
<tr>
<td>4.2 The job perception of the Agricultural Development Officers</td>
<td>62</td>
</tr>
<tr>
<td>4.3 Job performance of Agricultural Development Officers</td>
<td>63</td>
</tr>
<tr>
<td>4.4 Association of socio-economic and personal characteristics of Agricultural Development Officers and job performance</td>
<td>65</td>
</tr>
<tr>
<td>Chapter</td>
<td>Page No.</td>
</tr>
<tr>
<td>------------------------------------------------------------------------</td>
<td>----------</td>
</tr>
<tr>
<td>4.5 Relationship between job perception and job performance</td>
<td>82</td>
</tr>
<tr>
<td>4.6 Suggestion of the Agricultural Development Officers to improve their job performance</td>
<td>84</td>
</tr>
<tr>
<td>V SUMMARY AND CONCLUSIONS</td>
<td>86-98</td>
</tr>
<tr>
<td>5.1 Objectives of the study</td>
<td>87</td>
</tr>
<tr>
<td>5.2 Hypotheses of the study</td>
<td>88</td>
</tr>
<tr>
<td>5.3 Review of literature</td>
<td>89</td>
</tr>
<tr>
<td>5.4 Methodology</td>
<td>90</td>
</tr>
<tr>
<td>5.5 Major findings</td>
<td>91</td>
</tr>
<tr>
<td>5.6 Conclusions</td>
<td>95</td>
</tr>
<tr>
<td>5.7 Implications</td>
<td>97</td>
</tr>
<tr>
<td>5.8 Suggestions for future study</td>
<td>98</td>
</tr>
<tr>
<td>REFERENCES</td>
<td>i-xvi</td>
</tr>
<tr>
<td>APPENDIX</td>
<td>i-xi</td>
</tr>
<tr>
<td>Table No.</td>
<td>Title</td>
</tr>
<tr>
<td>----------</td>
<td>----------------------------------------------------------------------</td>
</tr>
<tr>
<td>1</td>
<td>Distribution of respondents (Agricultural Development Officers) Sub-Divisionwise</td>
</tr>
<tr>
<td>2</td>
<td>Distribution of the respondents according to their age</td>
</tr>
<tr>
<td>3</td>
<td>Distribution of the respondents according to their education</td>
</tr>
<tr>
<td>4</td>
<td>Distribution of the respondents according to their father's occupation</td>
</tr>
<tr>
<td>5</td>
<td>Distribution of the respondents according to their marital status</td>
</tr>
<tr>
<td>6</td>
<td>Distribution of the respondents according to their place of posting</td>
</tr>
<tr>
<td>7</td>
<td>Distribution of the respondents according to their land holding</td>
</tr>
<tr>
<td>8</td>
<td>Distribution of the respondents according to their background</td>
</tr>
<tr>
<td>9</td>
<td>Distribution of the respondents according to their salary</td>
</tr>
<tr>
<td>10</td>
<td>Distribution of respondents according to their stay at headquarters</td>
</tr>
<tr>
<td>11</td>
<td>Distribution of respondents according to their service experience</td>
</tr>
<tr>
<td>12</td>
<td>Distribution of the respondents according to their training acquired</td>
</tr>
<tr>
<td>13</td>
<td>Distribution of the respondents according to their area of jurisdiction</td>
</tr>
<tr>
<td>14</td>
<td>Distribution of the respondents according to their distance from native place</td>
</tr>
<tr>
<td>15</td>
<td>Distribution of the respondents according to their job perception</td>
</tr>
<tr>
<td>16</td>
<td>Distribution of the respondents according to their job performance</td>
</tr>
<tr>
<td>17</td>
<td>Association between age of the Agricultural Development Officers and their job performance</td>
</tr>
<tr>
<td>Table No.</td>
<td>Title</td>
</tr>
<tr>
<td>----------</td>
<td>------------------------------------------------------------------------</td>
</tr>
<tr>
<td>18</td>
<td>Association between education and job performance of Agricultural Development Officers</td>
</tr>
<tr>
<td>19</td>
<td>Association between father's occupation of Agricultural Development Officers and their job performance</td>
</tr>
<tr>
<td>20</td>
<td>Association between land holding of Agricultural Development Officers and their job performance</td>
</tr>
<tr>
<td>21</td>
<td>Association between the experience of the Agricultural Development Officers and their job performance</td>
</tr>
<tr>
<td>22</td>
<td>Association between training acquired by Agricultural Development Officers and their job performance</td>
</tr>
<tr>
<td>23</td>
<td>Association between distance from native place and job performance of Agricultural Development Officers</td>
</tr>
<tr>
<td>24</td>
<td>Association between area of jurisdiction of Agricultural Development Officers and their job performance</td>
</tr>
<tr>
<td>25</td>
<td>Association between stay at headquarter and job performance of Agricultural Development Officers</td>
</tr>
<tr>
<td>26</td>
<td>Association between salary and job performance of Agricultural Development Officers</td>
</tr>
<tr>
<td>27</td>
<td>Association between rural/urban background of the Agricultural Development Officers and their job performance</td>
</tr>
<tr>
<td>28</td>
<td>Correlation coefficient between job perception and job performance of the Agricultural Development Officers</td>
</tr>
<tr>
<td>29</td>
<td>Suggestions for Agricultural Development Officers to overcome the constraints in their job performance</td>
</tr>
</tbody>
</table>
# LIST OF FIGURES

<table>
<thead>
<tr>
<th>Figure No.</th>
<th>Title</th>
<th>Page No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1A</td>
<td>Fidytibuyion og tróponfrnyd (Agricultural Development Officers) Sub-Divisions</td>
<td>36</td>
</tr>
<tr>
<td>1</td>
<td>Distribution of the respondents according to their age</td>
<td>49</td>
</tr>
<tr>
<td>2</td>
<td>Distribution of the respondents according to their education</td>
<td>50</td>
</tr>
<tr>
<td>3</td>
<td>Distribution of the respondents according to their father's occupation</td>
<td>51</td>
</tr>
<tr>
<td>4</td>
<td>Distribution of the respondents according to their marital status</td>
<td>52</td>
</tr>
<tr>
<td>5</td>
<td>Distribution of the respondents according to their place of posting</td>
<td>53</td>
</tr>
<tr>
<td>6</td>
<td>Distribution of the respondents according to their land holding</td>
<td>54</td>
</tr>
<tr>
<td>7</td>
<td>Distribution of the respondents according to their background</td>
<td>55</td>
</tr>
<tr>
<td>8</td>
<td>Distribution of the respondents according to their salary</td>
<td>56</td>
</tr>
<tr>
<td>9</td>
<td>Distribution of respondents according to their stay at headquarters</td>
<td>57</td>
</tr>
<tr>
<td>10</td>
<td>Distribution of respondents according to their service experience</td>
<td>58</td>
</tr>
<tr>
<td>11</td>
<td>Distribution of the respondents according to their training acquired</td>
<td>59</td>
</tr>
<tr>
<td>12</td>
<td>Distribution of the respondents according to their area of jurisdiction</td>
<td>60</td>
</tr>
<tr>
<td>13</td>
<td>Distribution of the respondents according to their distance from native place</td>
<td>61</td>
</tr>
<tr>
<td>14</td>
<td>Distribution of the respondents according to their job perception</td>
<td>62</td>
</tr>
<tr>
<td>15</td>
<td>Distribution of the respondents according to their job performance</td>
<td>64</td>
</tr>
</tbody>
</table>
Indian agriculture has made significant stride during the last 42 years after independence. Foodgrains production has increased from a level of 53 million tonnes in the year 1950 to 172 million tonnes during 1988-89. Though the population growth has been relatively high, the need for import of the foodgrains for domestic requirement has virtually been eliminated. Through all economic history, a surplus generating agriculture has always been a pre-requisite for any developing country. In fact India has been able to maintain her self respect around the world and also could chalkout its own path in the world politics by remaining non-aligned, because she has been able to feed her population by enhancing agricultural production. It was the most apt step of the planners to have laid due emphasis on agricultural development in the planning process started in 1951. The new Government - National Front - has indicated to allocate fifty per cent of its resources for rural sector particularly, agriculture during the forthcoming eighth plan.

Although share of agriculture in the Gross Domestic production has been declining in recent years, it is still the lead sector in the Indian economy contributing 30 per cent of the GDP, providing employment to 60 per cent of workforce and sustenance to 35 per cent of the population.
The main aim of development in India has been to improve the quality of life of the people which has largely the fulfillment and attainment of basic need for their survival and security. India being a secular and democratic state has been pursuing the agriculture.

Agricultural development is a foundation for man's progress and civilization. Down through the ages, man's efforts for the causes of agricultural development were magnificent and admirable. The advancement of science and technology has resulted in tremendous change in the field of agriculture. During the last four decades India's progress in agriculture is moving very fast, subsistence commercial agriculture and from traditional agriculture to agriculture based on science and technology.

The present rate of agricultural production could be doubled, if the available technologies, are brought to bear with production programmes focusing more and more on transferring our new technology away from the confines of laboratories and research institutes to the farmers (Prasad et al., 1987). One of the most rewarding inputs is the technical knowledge arising out of research. The specific knowledge generated does not bear any good, if it merely accumulated at research stations and colleges. It must reach to the cultivators for application on their farms, if any benefits are to be reached.
Change is the law of nature; change for better is always desirable. Post-independent India has witnessed and experienced many changes in the approaches for agricultural development. Agricultural extension system, as a major channel for transmission of useful and dependable technology, served to a greater extent to bridge the gap between the research station and peasants.

The Independent India launched her career as a 'Welfare State' after the constitution came into force on January 26, 1950. Hence with a view to establish "welfare State" and to touch the lives of rural population. After independence, Government of India launched a massive programme of Community Development (C.D.) in the year of 1952 with the objective, "to initiate a process of transformation of the social and economic life of the village". This method seeks a change in the general living standard of our rural people, motivating and convincing them to participate and co-operate in the programmes of the national development. The programme is treated as a movement, designed to promote better living for the community as a whole with the active participation of its members. The C.D. programme was also initiated to bring about a change in the mental attitudes of the people and an ambition for higher standard of life. The C.D. was followed by National Extension Service in 1953 and its subsequent rephasing in 1958 (Singh, 1970).

The functioning of previous system of extension was not quite satisfactory, because the extension worker has to perform multifarious role in his job viz., family planning, statistical work, census, etc., and large area and large number of farm families to work with. The professional level of the functionaries was not upto the desired level in view of recent breakthrough in agricultural technology and its sophisticated nature. So the proper attention has not been given towards the agricultural extension activities. It was realised that with all these efforts the country could not attain the setout goals in the field of agriculture, thus clearly indicating the weakness in prevailing extension system (Reddy, 1971).
Many experts were of the opinion that the slow growth of agricultural development in India was due to lack of well organised extension services. As a remedial measure to such maladies the World Bank assisted re-organised Agricultural Extension System popularly known as "Training and Visit System" has been introduced in the country since 1974, which provides an efficient management approach for more effective utilization of existing technical manpower for promoting agricultural development.

Perumal (1983) has rightly observed that -

Indian farm research is far ahead to that of China, but the Indian Extension System lags far behind while research has its share of national attention, priority, resources and enlightened leadership, Extension has not received the same in required proportion. As a result, the Indian farmer gets much less yield compared to his counterpart in China, Korea, Japan or elsewhere in the developed countries.

Under the circumstance, Training and Visit System was welcomed by the eminent Extension Educationists and administrators hoping that it would change the outlook of Indian agriculture.

While delivering address at the National Seminar on Re-organisation of Agricultural Extension held in July, 1975 at National Institute of Rural Development, Rajendranagar, Hyderabad, Barnala (1975), the then Union Minister for Agriculture aptly said:

"There is a growing realization that inadequacy and lack of proper utilization of agricultural extension organization is one of the major constraints, impeding efforts for increased production through dissemination of agricultural technology. Various expert committees and commissions appointed from time to time have among other things, rightly stressed the need for gearing up agricultural machinery all along the line with a view to achieving the country's goal of agricultural production."

Based on the past experience and with the expert advice and the assistance made available by the World Bank, a new strategy of Agricultural Extension popularly known as "Training and Visit System" has been evolved.

The Training and Visit (T&V) System was introduced as a pilot project in the Command area of Rajasthan, Madhya Pradesh, and Andhra Pradesh in 1974. Based on encouraging results, a good number of states in the country came forward to adopt the new extension system with a financial assistance of the World Bank. Today, as many as 20 states are implementing T&V System, replacing the traditional extension approach.

In Haryana State the T&V System has been introduced since 1-4-79 throughout the State, with a view to help the farmers to get the highest income from their available resources, to narrow down gap between what is known to the researchers, what is practiced by the farmers, to utilize the technical know-how and to put pressure on research to solve farmer's practical problems i.e. feedback. This programme required a very right schedule of Training and Visit on fixed days is achieved in two stages, viz.
1. Training: Training provides for transfer of technical know-how from research scientists, subject matter specialists to the extension worker.

2. Visits: Transfer of technical know-how from Village Extension Worker to farmers and feed back.

1.1 STATEMENT OF PROBLEM

Haryana State came in existence as a 17th State of India on November 1, 1966, separated from Punjab. The total geographical area is 44,212 sq.km. having 162 blocks along with 8,745 inhabited villages. It is situated adjoining to the capital of the country i.e. Delhi. It surrounds the Union Territory of Delhi from three sides viz. North, West and South.

Haryana State emerges as a prominent state, contributing a sufficient amount of foodgrains to the central pool. The per capita income is highest in the country Rs. 3925 (Kurup, 1990). T&V System in Haryana has been introduced in 1979. It might be the first state to employ "Agricultural graduates" i.e. Agricultural Development Officers as grass-root level workers occupy pivotal position at the field level. The success of any programme rests upon them and the extent they shoulder the responsibility on which they are employed for.

The success of any development programme, primarily depends upon the efficiency and contribution made by its
each unit (personnel) at all levels. Likewise the success of the T&V system will depend on its personnel who perform their respective duties. The efficiency of such organisation is also influenced by the work motivation of its employees, and the effectiveness with which they are striving to achieve the organizational goals. The job performance of every worker in the organisation is constantly appraised by the worker himself (by self rating) by his superiors, peers and subordinates. The performance appraisal process has to accomplish certain organisational goals. A number of psychological theories have pointed out, that individual wants to seek feedback about their performance, since it helps them to learn more about themselves (Porter, Lewlar and Hackman, 1973). The job perception relates to the way which the employees look at their jobs. There are two important criteria in determining the effectiveness, job perception and job performance. The context of Training and Visit System obviously to play a vital role in future transferring new agricultural technology and development of agriculture. In such situation it becomes important to evaluate or observe the nature and amount of job being performed and perceived by 'Agricultural Development Officers', who are directly in contact with the farmers, to delineate the socio-personal and other probable factors, which may be contributing to their job performance. Therefore it is necessary to know the job perception and job
performance of the 'Agricultural Development Officers'.

Moreover no work in this direction has been done till now.

Keeping these considerations in mind the present study
"A study on job perception and job performance of Agricultural Development Officers working in T.V System in three districts of Haryana State" was undertaken in three districts viz. Rohtak, Jind and Sonipat (situated in middle of the State) with the following objectives.

1.2 OBJECTIVES OF THE STUDY

The overall objective of the study was to know the job perception and job performance of 'Agricultural Development Officers' in three districts of Haryana State. The specific objectives of the study were as under:

(1) To study the socio-economic and personal characteristics of the 'Agricultural Development Officers'.

(2) To determine the job perception of the Agricultural Development Officers.

(3) To assess the actual level of job performance of the Agricultural Development Officers by self rating.

(4) To find out the association of socio-economic personal characteristics with job performance of the Agricultural Development Officers.

(5) To find out the relationship of job perception with job performance of the Agricultural Development Officers.

(6) Suggestions of the Agricultural Development Officers to improve their job performance.
1.3 IMPORTANCE OF THE STUDY

The efficiency of an organisation largely depends upon the effectiveness of its various members. To improve the job performance of Agricultural Development Officers, it is necessary to assess their job performance.

In the present investigation an attempt has been made to measure the job level, prediction and possible correlates, of the job performance of Agricultural Development Officers, who are the 'key functionaries' at the grass-root level in the Training and Visit (T&V) System. The study revealed performance of the Agricultural Development Officers for various job areas of T&V System. This would help to know the differential performance of the Agricultural Development Officers in their expected job areas. On the basis this, suitable measures like the supply of required services and supplies and necessary inservice trainings etc. may be provided to improve their job performance in the areas of poor performance.

The findings of the study will also be helpful to know the relative importance of the job areas, which would help to point out the important job areas to which ALOs should pay more attention in the field situations. The elements determine not only what a person feel (emotions), but also what he is (behaviour) and what he may be (potential). The knowledge of such personal and other correlates of job performance the LOs may prove meaningful to the senior administrator of the Department of Agriculture.
Thus with the availability of all above said information about the job performance of the ADOs, this may also be helpful to the administrators and planning authorities at higher level for chalking out programme regarding agricultural development.

1.4 LIMITATIONS OF THE STUDY

The study was conducted to know the job perception and job performance of ADOs in three districts viz. Rohtak, Jind and Sonepat due to limited time and resources available with the researcher.

The present study has some of its following limitations.

(1) The findings of the present investigation are based on ability of the respondents to recall and on the opinion expressed by them.

(2) The study claims to generalise the findings to the operational area of the state only.

(3) The study is restricted to those ADOs who have completed at least a minimum period of two years with Training and Visit System.

1.5 HYPOTHESES OF THE STUDY

The null hypotheses for the study in relation to the objectives are as under.

1. There will be no association between the age of the ADOs and their job performance.
2. There will be no association between the education of the ADCs and their job performance.

3. There will be no association between father's occupation of the ADCs and their job performance.

4. There will be no association between the land holding of ADCs and their job performance.

5. There will be no association between length of service of ADCs and their job performance.

6. There will be no association between training acquired by ADCs and their job performance.

7. There will be no association between distance from native place of ADCs from their head-quarters and their job performance.

8. There will be no association between area of jurisdiction of ADCs and their job performance.

9. There will be no association between rural/urban background of ADCs and their job performance.

10. There will be no association between stay at headquarter by ADCs and their job performance.

11. There will be no association between salary per month of the ADCs and their job performance.

12. There will be no relationship between job perception and job performance of the ADCs.

1.6 WORKING DEFINITIONS OF THE STUDY

The various terms used in this study need to be defined so as to clarify the concepts and the particular contexts in which they were used in the present study are given below:
1. **Respondents**: Agricultural Development Officers (Respondents) for the present study.

2. **Job**: It refers to regular remunerative employment or a specific duty customarily performed assignment of take to particular individual (Herman, 1973).

3. **Job chart**: Job chart means a set of expectations applied to an incumbent of a position and prescribed by the State Government.

4. **Job performance**: It is actual behaviour of the incumbent. It is the extent of the job in view of expectation as stated in job chart.

5. **Job perception**: Perception means understanding and interpreting the knowledge about each other's behaviour which they share experience. Role expectations as a pattern of evaluation (Parson and Shills, 1957).

6. **Training and Visit (T&V)**: It is a new extension approach designated by Benor of the World Bank, which aims at ensuring the transfer of know-how from research station to farmers field through effective time bound Training and Visit.

7. **Training**: Transfer of technical know-how from research scientists and subject matter specialists to the Extension Worker.

8. **Visit**: Transfer of technical know how from Village Extension Worker to farmers and feedback.

9. **Transfer of Technology**: This refers to all kinds of inventions and innovations aimed at increasing the efficiency of agricultural production.
The purpose of this chapter is to review the related literature to the problem of this study. A comprehensive review of literature is of paramount importance for the research workers primarily to know the nature and extent of similar or allied concerned studies. On reviewing the related literature, it was observed in past that greater emphasis has been made to study the correlates of job performance of 'Extension worker' in the field of agriculture, very few, if at all any than in the field of animal husbandry. Efforts have been made here to review the relevant literature from the studies conducted in relation to the 'Extension worker'.

The available literature has been reviewed under the following main heads:

2.1 SOCIO-ECONOMIC AND PERSONAL CHARACTERISTICS

2.1.1 Age

Bisen and Dahama (1965) from Madhya Pradesh reported that majority of the AECs belonged to the age group of 25 to 35 years.

Patel (1983) from Gujarat concluded that majority (80.00 per cent) of the AECs belonged to middle age group.

Bora (1981) reported that majority (72.94 per cent) of the SWS belonged to middle (36 to 50 years) age group.
Dave (1981) observed that majority (81.33 per cent) of the SMS belonged to age group above 35 years. Remaining (11.67 per cent) of them belonged to the age between 25 to 35 years.

Desai and Reddy (1986) revealed that SMSs predominantly from sub-divisional level were of middle age.

Ratteppa (1987) reported that the SMSs were found to be middle aged.

Sharma et al. (1988) concluded that 37.00 per cent of extension personnel of TnV System belonged to young age group (25 to 35 years), 38.00 per cent belonged to the age group of 36 to 45 years and 25.00 per cent belonged to age group of above 45 years.

Sakaria (1988) reported that 47.69 per cent of the SMSs were in the age group of upto 45 years, while 62.31 per cent of the respondents were found to be in the age group of above 45 years.

Choudhary et al. (1989) revealed that 25.00 per cent of the Agricultural Development Officers belonged to age group of below 30 years, 30.00 per cent of the respondents were in the age group of 30 to 45 years and 45.00 per cent Agricultural Development Officers were in the age group of above 45 years.

2.1.2 Education

Bisen and Dahama (1965) concluded that one AEO had M.Sc.(Agri.) degree in Extension Education and Rural Sociology, and 42.00 per cent of them were agricultural graduates.
Reddy and Shree (1972) observed that majority (82.35 per cent) of the SMSs had formal education upto B.Sc. (Agri.) level.

Dahama (1979) revealed that 40.00 per cent of AEOs were agricultural graduates.

Patel (1980) concluded that more than half (53.37 per cent) of the AEOs had passed Agril. Diploma, while about one third (30.00 per cent) of them had passed B.Sc. (Agri.).

Dave (1981) reported that great majority (88.00 per cent) of the SMSs were educated upto B.Sc. (Agri.), whereas one tenth (10.67 per cent) and a few (1.33 per cent) of them were agricultural diploma holders and M.Sc. (Agri.) respectively.

Nemon (1983) pointed out that majority of the SMSs working under the system were generalists with a basic qualification of B.Sc. (Agri.).

Benor and Bexter (1984) mentioned that at subdivisional level, the basic qualification of SMS is that he should know his subject well and be reasonable good at training. SMS should be a college graduate (a relevant M.Sc. is usually best).

Desai and Reddy (1986) reported that SMS predominantly were holding B.Sc. (Agri.).

Katteppa (1987) indicated that more number of SMSs found to be graduates.

Sharma et al. (1988) reported that majority of R.A.E.O. in T&V System were higher secondary (51.00 per
cent) followed by 39.00 per cent graduates and a small number (10.00 per cent) were post-graduates.

Sakaria (1988) revealed that a great majority (63.08 per cent) of the SMSSs were having B.Sc. (Agri.) degree whereas 12.31 per cent were M.Sc. (Agri.) and only 4.61 per cent of SMSSs were having other qualifications.

Choudhary et al. (1989) reported that 45.00 per cent of Agricultural Development Officers were graduates followed by 25.00 per cent H.S.C., 20.00 per cent post-graduates and 10.00 per cent of the respondents were below H.S.C.

2.1.3 Service experience

Patel (1975) concluded that nearly half (46.25 per cent) of the Extension Officers possessed more than 9 years of experience.

Dave (1981) reported that nearly one half (48.00 per cent) of the SMSS had medium (16 to 25 years) length of service.

Patel (1983) concluded that more than one half (61.67 per cent) of the AEOs had length of service above 15 years.

Desai and Reddy (1986) reported that 5.58 served more than two years in the T&V system.

Katteppa (1987) mentioned that the SMSSs were having more than ten years of experience.

Sharma et al. (1988) revealed that 34.00 per cent of R.A.E.O. (Rural Agricultural Extension Officer of T&V) had the length of service above 10 years followed by 30.00
per cent below five years and 26.00 per cent of the A.E.O. were in service experience of 6 to 10 years.

Choudhary et al. (1989) concluded that majority of the Agricultural Development Officers (50.00 per cent) were in the service experience of above 15 years, whereas 30.00 per cent in service experience of 5 to 15 years and 40.00 per cent of the AEOs were found in service of below five years.

2.1.4 Land holding

Patel and Leagans (1968) revealed that most effective VILW was the son of farmers.

Sakaria (1988) reported that great majority (90.77 per cent) of the SMSs were possessing the land whereas, only 9.23 per cent of the SMSs were not possessing the land.

2.1.5 Area of Jurisdiction

Bisen and Dharma (1965) reported that against the prescribed area of 150-170 square miles for each block only 10.00 per cent of them satisfied this requirement. In the case of 44.00 per cent block area was between 200 and 300 square miles, 32.00 per cent had 300 to 400 square miles, while 2.00 per cent had 400 to 500 square miles area, and 2.00 per cent of them had more than 500 square miles. Most of the AEOs felt that their area of operation should be confined to only about 200 square miles, covering about 100 villages.
Patel (1975) revealed that majority (85.33 per cent) of the VLDs had a wide spread (7 to 10 KM) area of jurisdiction.

Sakaria (1988) reported that a great majority (92.30 per cent) of the respondents stated that the area of jurisdiction was far away from headquarters and remaining 7.70 per cent of them were having the jurisdiction near to their headquarters.

2.1.6 Rural/urban background

Patel and Leagans (1968) found that most effective VLD was from rural area.

Patani (1969) reported that majority of the AEOs had rural background.

Bora (1981) concluded that most of the SMS (80.00 per cent) came from rural family.

Dave (1981) reported that the most (80.00 per cent) of the AEOs had rural background.

Sohi and Kherde (1985) observed that livestock Assistants from rural area, were more aware about the problems than those who were from the urban area.

Sakaria (1988) reported that 80.00 per cent of respondents belonged to rural areas, while remaining 20.00 per cent belonged to urban area.

2.1.7 Training acquired

Patel (1975) pointed out that majority (60.00 per cent) of the VLDs had received refresher training, whereas 16.33 per cent received integrated training.
Dave (1981) reported that majority (56.00 per cent) of the SMSs were trained, while slightly more than two fifth (44.00 per cent) of them were untrained except the monthly training.

Menon (1983) reported that most of the SMSs had no adequate training in the subject. This needed adequate attention in the T&V.

Ahmed (1985) concluded that majority of the SMSs were trained in communication techniques.

Desai and Reddy (1986) found that SMSs were without any special training in their field previously.

Sakaria (1986) reported that 75.38 per cent of the respondents were trained, while nearly one fourth (24.42 per cent) of them were without any training.

2.1.8 Distance from native place

Patel (1983) reported that nearly three fourth (70.00 per cent) of the AEOs had headquarter nearer to their native place.

Sakaria (1988) revealed that nearly equal number of the respondents were nearer and far (49.23 and 50.77 per cent) away from their native places.

2.2.1 Job perception and job performance

Kherde (1971) studied the relationship between the self perception about the job responsibilities and the total job performance, and concluded that these two variables of the VLMs were not significantly related. Rizoo et al. (1970)
and House (1972) conducted the studies on the role conflict and ambiguities and reported that the clarity of roles was more strongly related to personal outcome. Similar findings also has been quoted by Miles (1975). Study conducted by Rajagopal (1979) revealed that it is necessary to organise the appropriate orientation sessions to enable the personnel working in 'Farmer's Service Societies (FSS) to perceive their roles and perform effectively. Eric (1980) conducted a study on Role theory, Attitudinal constructs and actual performance' and results showed that role clarity and role strain were highly correlated to self rating performance of the sales managers.

Dhillon (1975) found that only 38.89 per cent of the D.E.Ss (District Extension Specialists) had high role effectiveness.

Singh Sandhu (1977) revealed that in respect of job performance, 27.78 per cent AEOs belonged to low and 25.56 per cent to high category.

Kherde and Sahay (1979) observed that the VILAs rated their role performance as good and very good in all the major eight roles, where in case of 6.6 to 35.2 per cent of VILAs rated their performance as very good. In case of 60.00 to 85.00 per cent rated their performance as good and only 9.60 to 20.00 per cent of them rated themselves as average in their role performance. In another study, Kherde and Sahay (1981) mentioned that VILAs having more positive perception of his job showed higher total role performance.
Bruce and Sankarish (1981) reported that many of the 'extension personnel' and communicators were not clear about their roles. Some thought that they were just connecting link between the research system and farmers. They conceived communication as a one way process from the researcher to villagers with little emphasis on communicating problems from villagers to researchers.

Janarachan (1981) reported that 41.00 per cent of AEOs were in the medium performance category, 32.00 per cent in low job performance category as compared to 27.00 per cent high job performance category.

Veerabhadraiah (1983) revealed that job performance of the Deputy Director was high as compared to Assistant Director of Agriculture. When performance of 27 specific items was considered individually, the Deputy Directors of Agriculture were observed to perform them better than Assistant Directors of Agriculture.

Kumar and Dubey (1984) reported that the Veterinary Assistant Surgeons (V.A.Ss) showed medium level of performance of all the five jobs, about 90.00 per cent of the V.A.Ss were in medium and high category of performance of the role of cattle breed improvement and the miscellaneous.

Reddy (1985) revealed that majority (63.03 per cent) of the 'Agricultural Assistants' were in high perception category.
Sohi and Kherde (1985) concluded that more than two fifths (45.00 per cent) of the Live Stock Assistants were average to perform the various expected job responsibilities. The percentage of the Live Stock Assistants who were in poor and good performance were almost equal (27.00 and 28.00 per cent respectively).

Rao and Sohal (1985) revealed that about 66.00 per cent of the Live Stock Assistants were average performers in contrast to 20.00 per cent poor and 14.00 per cent good performers.

Desai and Reddy (1986) observed that TV officials of both Quilon and Alleppey districts had perceived and performed their job better than their counterparts in Trivendram district.

Dakhore and Bhilegaonkar (1987) observed that 69.17 per cent of the Veterinary Extension Personnel had medium level of job performance, whereas 15.83 per cent of the Veterinary Extension Personnels were in category of high level of job performance and only 15.00 per cent of them had low level of job performance.

Gowda Siddaramaiah et al. (1987) reported that 53.33 per cent of the 'Extension Guide' belonged to high job perception category, 50.00 per cent of the respondents belonged to high job performance category.

Khare et al. (1987) concluded that the role performance level of SMSs with post-graduate qualification was judged higher than simple graduate SMSs. They also revealed
that majority (76.00 per cent) of young (20-30 years) and old (above 45 years). SMSs performed the role over and above average level, while SMSs belonged to middle age group (37 to 45 years) performed below the average level.

Sakaria (1968) reported that nearly one-half (46.15 per cent) of the SMSs belonged to medium job performance category, whereas slightly about one third (33.65 per cent) of them belonged to high level category and one fifth (20.00 per cent) of the respondents belonged to low level of category of job performance.

Bhardwaj et al. (1969) reported the difference of job performance of 'Rural Agricultural Extension Officers' as perceived by self and by superiors (AEOS). Majority (52.17 per cent) RAOS were at medium level of job performance, whereas as perceived by AEOS majority 50.72 per cent RAOS were at medium level of job performance.

2.3 PERSONAL, SOCIO-ECONOMIC CHARACTERISTICS ASSOCIATED WITH JOB PERFORMANCE

A number of such research studies on the correlates of job performance have been conducted by the various research workers. A brief review on such correlates has been made hereunder.

2.3.1 Age

Patel and Leagans (1966) studied some background and personal traits related to the 'Village Level workers', and reported that most effective village level worker were of
the age group of 26-35 years. But Mehta (1970) pointed out that the young VLWs started projecting themselves in the village politics with the result that instead of solving problems, situation became more complicated. Kherde (1971) studied role performance and role prediction of the 'Village Level Workers' in new strategy of agricultural production and found out that age of VLW was positively related to their total performance. But Shetty and Murthy (1971) viewed that age had not been a decisive factor for effectiveness of the Gram Sevak. Kolte (1972) pointed out that there was no significant relationship, between job performance and age of the 'Agricultural Extension Workers' of Community Development Block in Udaipur. Similar results also have been quoted by Dhillon and Sandhu (1977), Dhami (1978), Divedi (1980) and Benson et al. (1981). Singh (1978) studied the factor affecting the job performance of 'Agricultural Extension Officers', with one of the results that age had a positive effect on the job performance of the AEOS. Similar findings were also reported by Rahuckar (1963).

Kherde and Sahay (1961) mentioned that the age of the VLW was positively related to his total role performance. More the age higher was the total performance.

Nikhade and Kiety (1984) revealed that significant association was found between age of the VLWs and their performance rated by Block Development Officers, Agricultural Officers and farmers.
Khare et al. (1967) reported that majority (76.00 per cent) of young (20 to 30 years) and old (above 45 years) SFSs performed the role over and above the average level. While SFSs in the age group of (37 to 45 years) was below average.

Sharma et al. (1988) shows the relationship of age with role performance. With the increase in the age, the role performance of the Rural Agricultural Extension Officers of T&V System decreased.

2.3.2 Education

The investigation "Efficiency of Village Level Workers as affected by different levels of academic standards and the influence rural and urban background, Saxena (1958) revealed that the difference in academic levels of VLWs and their efficiency were not found significantly related. Rahukar (1963) reported that Higher Secondary standard passed were in the most effective group of the VLWs. Shetty and Murthy (1971) reported that formal education was not a decisive factor for the effectiveness of the VLWs. But Salvi and Dudhani (1967) revealed that job effectiveness of VLWs was significantly influenced by their formal education. Ruherty (1971) remarked that at the present stage of development, the agricultural graduate would perform the job much better. Laharia (1978) in his study of productivity of Agricultural Scientists, reported that the academic background was positively associated with the productivity of the scientists.
These findings were supported by Dwivedi (1980). But Kherde and Sahay (1981) observed that educational level of VLWs was negatively significant with job performance.

Mikhade and Kiety (1984) mentioned that the mean performance rating of VLWs, BDCs and farmers in respect of education showed that there was a significant difference.

Khare et al. (1987) reported that the role performance level of SMSs with post-graduate qualifications was judged as higher than simple graduates SMSs.

Sharma et al. (1989) revealed that educational qualification was related to role performance. The role performance was found to increase with the increase in educational qualifications.

2.3.3 Experience and job performance

The studies conducted by Saigaonkar and Patel (1970), Sarag (1970), Kolte (1972), Dhillon and Sandhu (1977), Dhami (1978) observed the bearings of service experience on job performance and noted that there was no significant effect of the service experience of the workers on their work performance. Laharia (1978) observed that the experience in the related field had a positive effect on the productivity of Agricultural Scientists. Similarly Dwivedi (1980) and Janardhan (1980) also reported that the experience had a positive influence on the performance of the workers in case of Company and Agricultural Workers respectively.
Nikhade and Kiety (1984) reported that there was a significant association between service experience of VILs and mean performance as rated by BDO, AEOs and farmers.

Rao and Sohal (1985) indicated nonsignificant relation between experience and performance. However, total experience of V.S. found out to be crucial one because of high demoting effect on the performance.

Khare et al. (1987) reported that service experience viz., greater length of service had no influence on the role performance of S&Ss working at sub-divisional level.

Sharma et al. (1988) concluded that experience was significantly related with role performance. Those who had more years of service had higher role performance.

Choudhary et al. (1989) observed that service experience and job performance were not associated with each other. This shows that the length of service had no influence on job performance.

2.3.4 Rural/Urban background and job performance

The different research workers have viewed differently the affect of the background on the 'extension workers' on their role performance in the actual field situations. Sengupta (1963) studied the characteristics of the effective VILs and ascertained that the VILs with rural background were better to perform the job than those who were with urban background. These findings are in line with those of Salvi and Duchani.
(1967), Patel and Leagans (1968), Saigaonkar and Patel (1970), and Bhimjiani (1978). However, Rizvi (1967) concluded that there was no significant difference between the Gram Sevak coming from rural and urban area with respect to job understanding. Prasad and Sandhu (1974) found that VLWs having rural background had high level of communication skill. During the role identification and measuring the role performance of 'Agricultural Development Officers' in Nepal, Dhami (1976) concluded that rural background and the performance of the ADOs were nonsignificantly related. Singh (1978) pointed out that the Veterinary Assistant Surgeons belonged to urban area performed better than the VAS belonged to rural area.

Siddaramaiah et al. (1987) observed that rural urban background of the Extension Guides had a highly significant relationship with job performance.

Sakaria (1988) concluded that the rural/urban background had positive significant association with role performance of SMSs. The SMSs having rural background were able to perform their job better.

2.3.5 Father's occupation and job performance

Family occupation as agriculture of the 'extension worker' may also play a significant role in their work performance. Singh and Cheema (1956) observed that the Extension Workers coming from agricultural families performed their job better than their counterparts. Sengupta (1963) envisaged that the family occupation of the VLWs, had no
effect on their job performance. Patel and Leagans (1966) studied the characteristics of the effective VIIWs and pointed out that most effective VIIWs belonged to farming families. Similarly Kherde (1971) also reported that the total job performance and the agricultural occupation of the father of the VIIWs were significantly related.

Kherde and Sahay (1981) reported that father's occupation of a village level workers was positively significant to his role performance. This indicates that a village level worker coming from the agricultural family performed better than the one coming from the non-agricultural family.

Choudhary et al. (1989) concluded that there was a significant association between father's occupation and job satisfaction.

2.3.6 Stay at headquarter and job performance

Bhatia and Sandhu (1975) studied the determination of job effectiveness of VIIWs and reported that the stay of the VIIWs at the headquarter was positively correlated with their effectiveness. Similarly Kherde and Sahay (1981) indicated that VIIW living with his family at the headquarter would perform better than the one not living at the headquarter with his family.

Sohi and Kherde (1985) pointed out that stay at headquarter was nonsignificantly associated with Livestock Assistants.
Bhardwaj et al. (1989) reported that RAEDs who were stayed at their headquarters had higher level of job performance.

2.3.7 Training acquired and job performance

Singh and Shrivastava (1970) reported that formal training was associated with the job performance of the extension officers. Similar findings were those of Salgondker and Patel (1970). But the findings of Kolte (1972) on 'Agricultural Extension Officers' did not corroborate these findings.

Rajagopal (1979) while studying the role perception and performance of Managing Directors, AEOS and Gram Sevaks of Farmers Service Societies (FSS) suggested that it was necessary to organise appropriate orientation and training sessions to enable the personnel working in FSS. Shetty and Murthy (1971) concluded that intensity of training was a determining factor of job effectiveness of the Gram Sevaks. Kherde (1971) reported that inservice training and the role performance of the VIKs were not significantly related. Similar findings were reported by Bhatia and Sandhu (1975).

Nikhade and Khet (1984) revealed that classification of VIKS according to their training had not shown much difference in their performance level.

Rao and Sohal (1985) revealed that who had high score on inservice training were also had high job performance scores.
Khare et al. (1987) reported that the degree of role performance remained unchanged due to pre-service or inservice training of SMSs in T&V System except in case of direct recruits.

Sakaria (1988) concluded that length of service of SMSs had positive nonsignificant association with role performance.

2.3.8 Marital status and job performance

Rahukar (1963) delineated the effect and association of certain factor, for the success of VLWs. He pointed out that majority of the married VLWs were in most effective group, and their marital status was positively associated with their role effectiveness. Patel and Leagans (1968) also pointed out that married VLWs were more effective than unmarried one. But Kherde (1971) reported that marital status was not associated with job performance of the VLWs. Similar findings reported by Murthy and Shetty (1971), Singh (1978) revealed that the married VLWs performed the job better than the unmarried one. But Dwivedi (1980) contradicted the above findings in case of Company employees, and found out that marital status and the performance of the employees were negatively and significantly associated.

2.3.9 Distance from native place and job performance

Bhatia and Sandhu (1975) reported that positive relationship, existed between stay at headquarter with family and job effectiveness.
Sanhu and Singh (1977) concluded that the 'Extension Workers' posted nearer to their homes seemed to perform better.

Karmi (1981) stated that the 'extension Agents' who worked in their native county seemed to perform better.

Sakaria (1986) concluded that distance from native place had negative significant association with role performance. As distance of native place from headquarter decreases the role performance improves.

2.3.10 **Area of jurisdiction and job performance**

Bhatia and Sandhu (1975) reported that there was no significant relationship between distance of farthest village and the role performance.

Sakaria (1986) concluded that the area of jurisdiction had negative nonsignificant association with role performance.
CHAPTER III

RESEARCH METHODOLOGY

The scientific study of any problem requires the investigator to adopt appropriate methods and procedures in order to reach reliable, unbiased and specific conclusion. In this part, the investigator has described the methodology indicating where and how the study was carried out. The methodology is described under the following heads:

3.1 Plan of study
3.2 Area of study
3.3 Sample of study
3.4 Construction of interview schedule
3.5 Pre-testing of interview schedule
3.6 Collection of data
3.7 Statistical frame work for analysis of data

3.1 PLAN OF STUDY

The study was conducted to know the socio-personal characteristics, level of job perception and job performance of Agricultural Development Officers and the association of socio-economic personal characteristics with job performance of Agricultural Development Officers. So far, little work on job perception and job performance of VLW has been done.

Patel and Legans (1968) studied personal traits of VLW. Kherde (1971) studied role performance and role prediction of VLW. Kherde (1978) conducted a study on the 'Role...

The study was conducted in three districts, viz., Rohtak, Jind and Sonepat of Haryana State. So far no such work in this direction has scientifically been done in the State.

3.2 AREA OF STUDY

The study was carried out in three districts of Haryana State (Rohtak, Jind and Sonepat). Thinking and consultation with major professor and other experts about the job perception and job performance of 'Agricultural Development Officers'. The main purpose of the selection of area was that investigator had worked as Agricultural Development Officer (Marketing), at Sonepat and Rohtak and Jind is the native district. The present investigation was undertaken in above mentioned three districts for the following reasons.

1. No such work in this direction had scientifically been done in the state.

2. These are the districts which constitutes the middle part of the state. Moreover, the working conditions for the Agricultural Development Officer are almost same in these districts.
3. There was limited time and resource available with the investigator and hence the study was restricted to three districts only.

3.3 SAMPLE OF STUDY

The lists of 'Agricultural Development Officers' along with their headquarter and fixed tour programmes were obtained from the office of the Deputy Director of Agriculture of each district and these lists were compared with the lists obtained from the Office of each Sub-divisional Agricultural Officer. All the 'Agricultural Development Officers working in three district (Rohtak, Jind and Sonepat) were purposely selected for the study. The distribution of sample for the purpose of present investigation finally emerged as follows.

**TABLE - 1**

**DISTRIBUTION OF RESPONDENTS (AGRICULTURAL DEVELOPMENT OFFICERS) SUB-DIVISIONWISE**

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>District</th>
<th>Sub-division</th>
<th>No. of ADOS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Rohtak</td>
<td>1. Rohtak</td>
<td>22</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2. Bhadurgarh</td>
<td>7</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3. Jhajjar</td>
<td>11</td>
</tr>
<tr>
<td></td>
<td></td>
<td>4. Gohana</td>
<td>12</td>
</tr>
<tr>
<td>2</td>
<td>Jind</td>
<td>1. Jind</td>
<td>14</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2. Narwana</td>
<td>8</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3. Safidon</td>
<td>7</td>
</tr>
<tr>
<td>3</td>
<td>Sonepat</td>
<td>1. Sonepat</td>
<td>29</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td><strong>110</strong></td>
</tr>
</tbody>
</table>
3.4 CONSTRUCTION OF INTERVIEW SCHEDULE

In the view of the homogenous and educated respondents, the use of interview schedule was considered the best for getting the appropriate information from the respondents. Keeping in view the objectives of the study, the interview schedule was developed with the help of major professor and available technical literature. However, the investigator also secured technical guidance from the teaching staff of Extension Education Institute at Anand and S.S.K., Anand to make necessary modifications. The interview schedule was divided into four major parts.

**First part:** The first part was devoted to study the socio-economic and personal characteristics of the 'Agricultural Development Officers'. The characteristics included in the study were age, education, experience, training received, rural/urban background, father's occupation, stay at headquarter and distance of place of posting from native place etc.

**Second part:** This part of the interview schedule was developed to know the job perception of 'Agricultural Development Officers'.

**Third part:** This part of interview schedule was developed to know actual level of job performance of Agricultural Development Officers.

**Fourth part:** This part was developed to seek suggestions from the 'Agricultural Development Officers' to improve their job performance.
3.5 PRE-TESTING OF THE SCHEDULE

Before finalising the interview schedule, it was presented to five respondents, to test the administrability of each question and statements and also accuracy and clarity of respondents. These five respondents were taken from Bhiwani district which was not included in the study.

The interview schedule which was prepared in English remained as such because all the respondents were educated and know English. At the time of pre-testing the interview schedule, the objectives and significance of the study were explained to the respondents. In pre-testing the interview schedule, all the five respondents were contacted personally by the investigator. Taking into consideration, the result of the pre-testing, no change were required to made in the interview schedule and was used for final data collection.

3.6 COLLECTION OF DATA

The interview schedule for this study was used for collecting information by personal contact from 'Agricultural Development Officers' by personal contact from 110 ADOS of the three district of Haryana State. The respondents were contacted individually at their headquarters. The actual work of data collection was done during the month of June, 1990.

In the first hand, the author introduced himself to the respondents. Afterward, the aims and objectives of the study and significance of their co-operation was explained to them. Thereafter, the questions from the schedule were
asked and their responses were recorded in the interview schedule.

3.7 STATISTICAL FRAME WORK FOR ANALYSIS OF DATA

All the responses recorded in the interview schedule were transferred to the master table and frequencies were marked, where necessary, the number and percentages were given to the various frequency items. The data were tabulated, organised, analysed and presented in a way that it may give proper representation and answer to the specific objectives of the study.

The following statistical tools were used for interpreting the data:

1. **Percentage**: The simple comparison was made on the basis of percentage.
2. **Mean score**: This was obtained by total score divided by the number of respondents.
3. **Standard deviation**: This was obtained by the square root of the average of the squared deviation from mean.
4. **Chi-square**: This was obtained by total score of the deviation and divided by expected value.

3.7.1 Personal socio-economic characteristics

3.7.1.1 Age

The data regarding age of the respondents were collected and divided into three age groups.
1. Young age group - Upt to 35 years
2. Middle age group - 36 to 50 years
3. Old age group - above 50 years

3.7.1.2 Education

Information regarding formal education was collected according to their level of education and the respondents were grouped in three groups.
1. B.Sc.(Agri.)
2. M.Sc.(Agri.) or equivalent
3. Ph.D.

3.7.1.3 Father's occupation

The information in this regard was collected and categorised in two categories.
1. Agriculture
2. Non-agriculture

3.7.1.4 Marital status

The data in this regard were collected and categorised in two groups.
1. Married
2. Unmarried

3.7.1.5 Rural/urban background

The respondents were classified in two categories.
1. Rural
2. Urban
3.7.1.6 **Experience**

The information regarding experience of respondents was collected and categorised in three categories.
1. Low experience (upto 8 years)
2. Medium experience (9 to 15 years)
3. High experience (above 15 years)

3.7.1.7 **Land holding**

The respondents classified into three categories.
1. Small (upto 2 hectares)
2. Medium (2.1 to 4 hectares)
3. Big (above 4 hectares)

3.7.1.8 **Training**

The respondents were categorised in three categories.
1. No training
2. One month training
3. More than one month training

3.7.1.9 **Stay at headquarter**

The information in this regard was collected and the respondents were classified in two categories.
1. Stay at headquarter
2. Elsewhere

3.7.1.10 **Distance of native place from headquarter**

The respondents were categorised according to distance of last village from the headquarter. The respondents were categorised in four categories.
1. Upto 10 KM
2. 11 to 20 KM
3. 21 to 30 KM
4. Above 30 KM

3.7.1.11 **Area of jurisdiction**

The respondents were classified into three categories.

1. Upto 2 villages
2. 3 to 4 villages
3. Above 4 villages

3.7.1.12 **Place of posting**

The respondents were categorised according to their place of posting in three categories.

1. Village
2. Tehsil
3. District

3.7.2.1 **Job perception of Agricultural Development Officers**

A five point teacher made scale was used to study the job perception of 'Agricultural Development Officers'. Thirty four statements were developed reflecting the jobs of Agricultural Development Officers. All the statements were in positive direction and were weighted in the following manner.
Response category | Score value
--- | ---
a. Most often | 5
b. Often | 4
c. Sometime | 3
d. Seldom | 2
e. Never | 1

The total score for each respondent was then calculated to form S.E.S. categories, the maximum and minimum score units were calculated with the help of the following formula.

Low perception = \( \bar{X} - S.D. \)

Medium perception = In between upper and lower limit \( \bar{X} \pm S.D. \)

High perception = \( \bar{X} + S.D. \)

3.7.3.1 Job performance of ADOs

A three point teacher made scale was used to determine the job performance of Agricultural Development Officers. Thirtyfour statements were developed. All the statements were in positive direction and were weighted in the following manner.

Response category | Score value
--- | ---
a. Always | 3
b. Sometime | 2
c. Not at all | 1
The total score for each respondents was calculated. The maximum and minimum score limits were calculated with help of following formula.

- Low performance: \( X - S.D. \)
- Medium performance: \( X \pm S.D. \)
- High performance: \( X + S.D. \)

### 3.7.4 Statistical treatment of data

Mean score = \( \frac{\text{Total score of all the respondents}}{\text{Total no. of respondents}} \)

or

\[ \bar{X} = \frac{\sum X_i}{N} \]

where, \( \bar{X} \) = Mean score

\( X_i \) = Total score

\( N \) = Total no. of respondents

Existence or non-existence of relationship between personal socio-economic characteristics and job performance was determined by chi-square value. Data were arranged in the contingency tables and null hypotheses were tested.

Characteristics like, age, education, father's occupation, and stay at headquarter, 2 x 3 contingency tables while for land holding, service experience, training acquired, and area of jurisdiction characteristics x3 x 3 contingency tables were used. The characteristics like distance of native place from place of posting was tested with 4 x 3 contingency table. Chi-square test \( (X^2) \) = The chi-square test developed in
Chandel's (1978) book was employed to find out the association between personal, socio-economic characteristics and job performance of Agricultural Development Officers. The formula which was employed is:

\[
\text{Chi-square: } \chi^2 = \frac{(O_{ij} - E_{ij})^2}{E_{ij}}
\]

where, \(\sum\) = Summation

- \(O_{ij}\) = Observed frequency of the cell in \(i^{th}\) row and \(j^{th}\) column
- \(E_{ij}\) = Expected frequency of cell in \(i^{th}\) row and \(j^{th}\) column

For calculating expected frequency (\(E_{ij}\)) of a cell the following formula was employed.

\[
E_{ij} = \frac{R_iC_j}{N}
\]

where, \(E_{ij}\) = Expected frequency for a cell belonging to \(i^{th}\) row and \(j^{th}\) column

- \(R_i\) = \(i^{th}\) row total
- \(C_j\) = \(j^{th}\) column total
- \(N\) = Total number of frequencies

Calculated chi-square value was compared with table value, with degree of freedom \((r - 1)(c - 1)\) at 0.05 and 0.01 level of significance in order to know the significance or nonsignificance of the relationship.
To know the relationship between job perception and job performance of 'Agricultural Development Officers', Spearman's rank order co-relation was worked out. The Spearman's rank - co-relation (R) was calculated by the following formula.

\[ r = \frac{\sum xy - (\sum x) (\sum y)}{\sqrt{\frac{\sum x^2 - (\sum x)^2}{n}} \sqrt{\frac{\sum y^2 - (\sum y)^2}{n}}} \]

where, \( X, Y \) = Two variables

\( n \) = no. of observations

\( r \) = Correlation coefficient
CHAPTER IV
FINDINGS AND DISCUSSIONS

This chapter deals with presentation, analysis, interpretation of the data. The data collected by means of the interview schedule in light of objectives of the study were classified, tabulated, analysed, presented, interpreted and discussed in a systematic and scientific way. The statistical tests deemed as proper were applied wherever necessary. The facts and findings of the study are grouped in the following heads and discussed in the succeeding pages seriatim as per objectives of the study.

4.1 To study the socio-economic and personal characteristics of the 'Agricultural Development Officers'.

4.2 To determine the job perception of the 'Agricultural Development Officers'.

4.3 To assess the actual level of job performance of the 'Agricultural Development Officers' by self rating.

4.4 To find out the association of socio-economic personal characteristics of the 'Agricultural Development Officers' with job performance.

4.5 To find out the relationship of job perception and job performance of the 'Agricultural Development Officers'.

4.6 Suggestions of the 'Agricultural Development Officers' to improve their job performance.
4.1 THE SOCIO-ECONOMIC AND PERSONAL CHARACTERISTICS OF AGRICULTURAL DEVELOPMENT OFFICERS

Job performance is mainly influenced by different characteristics of the Agricultural Development Officers. It was not possible to include all the characteristics of the ADOS. However, some important characteristics have been selected for the study viz. age, education, experience, land holding, income (salary), father's occupation, marital status, rural/urban background, place of posting, stay at headquarter, training acquired and distance of place of posting from native place etc.

4.1.1 Age

Physical and psychological development of an individual among other characteristics is related to the age. This influences the interest and needs of the individual. It also plays a vital role in communication about agricultural innovations and thereby in developing more satisfaction of their job performance. Consequently, the effect of the age on job performance of ADOS working under T&V System was studied in the present investigation.

The respondents were classified into three age groups viz. young (upto 35 years of age), middle age group (36 to 50 years of age) and old age group (above 50 years). The relevant data are presented in Table 2 and Fig. 1.
TABLE 2

DISTRIBUTION OF RESPONDENTS ACCORDING TO THEIR AGE

<table>
<thead>
<tr>
<th>Age group</th>
<th>Number</th>
<th>Per cent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Young (upto 35 years)</td>
<td>54</td>
<td>49.09</td>
</tr>
<tr>
<td>Middle (36 to 50 years)</td>
<td>56</td>
<td>50.91</td>
</tr>
<tr>
<td>Old (above 50 years)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| Total                      | 110    | 100.00   |

It can be seen from the data presented in Table 2, that 49.09 per cent of the ADOS were in the young age group (upto 35 years), while 50.91 per cent of the respondents were found to be in the age group of middle age group (36 to 50 years) and none was found in the old age group (above 50 years).

It can be concluded that all the respondents were in the age group of less than fifty years and majority of the respondents were belonged to middle age group. The probable reason for more number of respondents belonging to young and middle age group may be due to the insistence of World Bank Project (popularly known as T&V System). The senior experienced Agricultural Development Officers were promoted as Sub-Divisional Agricultural Officers, Subject Matter Specialists and Circle Agriculture Officers.

The finding was in conformity with the finding of Bora (1961), Patel (1963), Desai and Reddy (1986) and Ketteppa (1987).
Fig. 1
DISTRIBUTION OF RESPONDENTS ACCORDING TO THEIR AGE
4.1.2 **Education**

Educational is the process of producing desirable changes in human behaviour, such as knowledge, skill and attitude. Schooling is valued as a means of increasing knowledge and information. It facilitates learning. Keeping this in view, the levels of education of 'Agricultural Development Officers' were studied. The respondents were categorised into two groups viz. B.Sc.(Agri.) and M.Sc.(Agri.). The data are presented in Table 3 and Fig. 2.

**TABLE 3**

DISTRIBUTION OF THE RESPONDENTS ACCORDING TO THEIR EDUCATION

<table>
<thead>
<tr>
<th>Educational level</th>
<th>Number</th>
<th>Per cent</th>
</tr>
</thead>
<tbody>
<tr>
<td>B.Sc.(Agri.)</td>
<td>99</td>
<td>90.00</td>
</tr>
<tr>
<td>M.Sc.(Agri.)</td>
<td>11</td>
<td>10.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>110</td>
<td>100.00</td>
</tr>
</tbody>
</table>

The data in Table 3 reveal that a great majority (90.00 per cent) of the Agricultural Development Officers were having B.Sc.(Agri.) degree whereas one tenth (10.00 per cent) of the respondents were M.Sc.(Agri.) and none of them was found Ph.D. and having other qualifications.

It can be concluded that a great majority (90.00 per cent) of the Agricultural Development Officers were agricultural graduates.
DISTRIBUTION OF THE RESPONDENTS ACCORDING TO THEIR EDUCATION

Fig-2
The probable reason might be that graduation in agriculture is the essential minimum academic qualification for the post of Agricultural Development Officer in the Department of Agriculture, Haryana. The persons having higher qualification also be preferred.

This finding was in conformity with those of Dave (1961), Menon (1963), Benor and Baxter (1964), Desai and Reddy (1966), Katteppa (1967) and Sakaria (1988).

4.1.3 Father's occupation

According to father's occupation, the respondents were classified in two categories viz. (1) Agriculture (2) Non-agriculture. The data in this regard are presented in Table 4 and Fig. 3.

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
<th>Per cent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture</td>
<td>103</td>
<td>93.64</td>
</tr>
<tr>
<td>Non-agriculture</td>
<td>7</td>
<td>6.36</td>
</tr>
<tr>
<td>Total</td>
<td>110</td>
<td>100.00</td>
</tr>
</tbody>
</table>

The data in Table 4 reveal that great majority (93.64 per cent) of the Agricultural Development Officers belonged to the category of Agriculture as occupation of their fathers whereas a small percentage (6.36 per cent) belonged to occupation of other than agriculture i.e. non-agriculture.
DISTRIBUTION OF THE RESPONDENTS ACCORDING TO THEIR FATHER'S OCCUPATION

Fig-3
It can be concluded that a great majority (93.64 per cent) of the respondents belonged to farm family. This might be due to fact that weightage and preference is given to sons of farmers in admission of Haryana Agricultural University, Hisar and also tendency of farmers to send their sons to improve quality in agriculture. Hence the great majority of Agricultural Development Officers belonged to farm family.

The observed result was in line with the result noticed by Patel and Leagans (1966) and Sakaria (1986).

4.1.4 Marital status

The respondents were classified in two categories viz., married and unmarried. The data are presented in Table 5 and Fig. 4.

<table>
<thead>
<tr>
<th>TABLE 5</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>DISTRIBUTION OF THE RESPONDENTS ACCORDING TO THEIR MARITAL STATUS</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
<th>Per cent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Married</td>
<td>107</td>
<td>97.27</td>
</tr>
<tr>
<td>Unmarried</td>
<td>3</td>
<td>2.73</td>
</tr>
<tr>
<td>Total</td>
<td>110</td>
<td>100.00</td>
</tr>
</tbody>
</table>
DISTRIBUTION OF THE RESPONDENTS ACCORDING TO THEIR MARITAL STATUS

Fig. - 4
It can be seen from the Table 5 that great majority (97.27 per cent) of Agricultural Development Officers belonged to married category whereas only 2.73 per cent respondents belonged to unmarried category.

It can be concluded that most of the Agricultural Development Officers were married.

This finding was in line with Sahudkar (1963), Patel and Leagans (1978).

4.1.5 Place of posting

The respondents were classified into three categories viz. village, tehsil and district according to their place of posting. The data are presented in Table 6.

**TABLE 6**

**DISTRIBUTION OF THE RESPONDENTS ACCORDING TO THEIR PLACE OF POSTING**

<table>
<thead>
<tr>
<th>Place of posting</th>
<th>Number</th>
<th>Per cent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Village</td>
<td>93</td>
<td>84.55</td>
</tr>
<tr>
<td>Tehsil</td>
<td>11</td>
<td>10.00</td>
</tr>
<tr>
<td>District</td>
<td>6</td>
<td>5.45</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>110</td>
<td>100.00</td>
</tr>
</tbody>
</table>

The data in Table 6 reveal that great majority (84.55 per cent) of the Agricultural Development Officers were posted in villages, while one tenth (10.00 per cent) were posted at tehsil headquarter and a slightly more than one twelfth (5.45 per cent) of them were posted at district headquarters.
DISTRIBUTION OF THE RESPONDENTS ACCORDING TO THEIR PLACE OF POSTING

Fig. 5
It can be concluded that majority of the Agricultural Development Officers were having their headquarters or places of posting as villages.

4.1.6 Land holding

The respondents were classified on the basis of their land possession and categorised in three categories viz., small, medium and big. The data collected from Agricultural Development Officers are presented in Table 7 and Fig. 6.

**TABLE 7**

DISTRIBUTION OF THE RESPONDENTS ACCORDING TO THEIR LAND HOLDINGS

<table>
<thead>
<tr>
<th>Categories</th>
<th>Number</th>
<th>Per cent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Small (upto 2 hectares)</td>
<td>44</td>
<td>40.00</td>
</tr>
<tr>
<td>Medium (2.1 to 4 hectares)</td>
<td>42</td>
<td>38.18</td>
</tr>
<tr>
<td>Big (above 4 hectares)</td>
<td>24</td>
<td>21.82</td>
</tr>
<tr>
<td>Total</td>
<td>110</td>
<td>100.00</td>
</tr>
</tbody>
</table>

It can be seen from the Table 7 that two fifths (40.00 per cent) of the Agricultural Development Officers were having small land holdings (upto 2 hectares) while 38.18 per cent were having medium land holdings and 21.82 per cent of the respondents were having big land holdings.

It can be concluded that a great majority (76.18 per cent) of the Agricultural Development Officers were having small to medium land holdings.
DISTRIBUTION OF THE RESPONDENTS ACCORDING TO THEIR LAND HOLDINGS

**Fig. - 6**

- **Small** (upto 2 hectares): 40.00%
- **Medium** (2.1 to 4 hectares): 38.18%
- **Big** (above 4 hectares): 21.82%
4.1.7 Rural/urban background

Rural/urban background plays an important role in performing their duties especially in job performance. The respondents were classified into two categories, having rural background and urban background. The data are presented in Table 8 and Fig. 7.

TABLE 8
DISTRIBUTION OF THE RESPONDENTS ACCORDING TO THEIR BACKGROUND

<table>
<thead>
<tr>
<th>Background</th>
<th>Number</th>
<th>Per cent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rural</td>
<td>108</td>
<td>98.18</td>
</tr>
<tr>
<td>Urban</td>
<td>2</td>
<td>1.82</td>
</tr>
<tr>
<td>Total</td>
<td>110</td>
<td>100.00</td>
</tr>
</tbody>
</table>

It is clearly seen from the data presented in Table 8 that great majority (98.18 per cent) of the Agricultural Development Officers belonged to rural areas, while only very small (1.82 per cent) of them belonged to urban areas.

It is found that most of (98.18 per cent) the Agricultural Development Officers belonged to rural background. This might be due to the fact that agriculture is the main occupation of rural people, so naturally the people are interested in agricultural education and tendency of parents to send their sons to agricultural universities/colleges.
DISTRIBUTION OF THE RESPONDENTS ACCORDING TO THEIR BACKGROUND

Fig. - 7

4.1.8 Salary

The respondents were classified on the basis of their salary and categorised into three categories viz. upto Rs.2500/-, Rs. 2501/- to Rs.3500/- and above Rs.3500/-. The data collected from Agricultural Development Officers are presented in Table 9 and Fig. 8.

TABLE 9

DISTRIBUTION OF THE RESPONDENTS ACCORDING TO THEIR SALARY

<table>
<thead>
<tr>
<th>Categories</th>
<th>Number</th>
<th>Per cent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Upto Rs.2500/-</td>
<td>40</td>
<td>36.36</td>
</tr>
<tr>
<td>Rs.2501/- to Rs.3500/-</td>
<td>70</td>
<td>63.64</td>
</tr>
<tr>
<td>Above Rs. 3500/-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

Total 110 100.00

It can be seen from Table 9 that majority (63.64 per cent) of the Agricultural Development Officers were getting their salary between Rs.2500/- to Rs.3500/- and more than one third (36.36 per cent) of them belonged to the category of upto Rs.2500/- as their salary.

It can be concluded that majority of the Agricultural Development Officers were in the category of Rs.2501/- to Rs.3500/- per month as their salary.
DISTRIBUTION OF THE RESPONDENTS ACCORDING TO THEIR SALARY

Fig. 8
4.1.9 Stay at headquarter

Staying at the headquarter has close bearing with job performance. Therefore this characteristic was also studied. The respondents were categorised into two categories viz. stay at headquarter and stay elsewhere. The data in this regard were collected from Agricultural Development Officers and presented in Table 10 and Fig. 9.

**TABLE 10**

**DISTRIBUTION OF THE RESPONDENTS ACCORDING TO THEIR STAY AT HEADQUARTERS**

<table>
<thead>
<tr>
<th>Categories</th>
<th>Number</th>
<th>Per cent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stay at headquarter</td>
<td>76</td>
<td>69.09</td>
</tr>
<tr>
<td>Elsewhere</td>
<td>34</td>
<td>30.91</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>110</td>
<td>100.00</td>
</tr>
</tbody>
</table>

The data presented in Table 10 reveal that majority (69.09 per cent) of the Agricultural Development Officers were staying at their headquarters, while 30.91 per cent of them not staying at their headquarters.

It can be concluded that majority (69.09 per cent) of the Agricultural Development Officers were staying at their headquarters.
DISTRIBUTION OF THE RESPONDENTS ACCORDING TO THEIR STAY AT HEADQUARTERS

Fig. - 9
4.1.10 Service experience

With respect to the length of service, the respondents were categorised into three categories viz. low, medium and high service experience. The data are presented in Table 11 and Fig. 10.

TABLE 11
DISTRIBUTION OF THE RESPONDENTS ACCORDING TO THEIR SERVICE EXPERIENCE

<table>
<thead>
<tr>
<th>Categories</th>
<th>Number</th>
<th>Per cent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low (upto 8 years)</td>
<td>27</td>
<td>24.55</td>
</tr>
<tr>
<td>Medium (6.1 to 15 years)</td>
<td>77</td>
<td>70.00</td>
</tr>
<tr>
<td>High (above 15 years)</td>
<td>6</td>
<td>5.45</td>
</tr>
<tr>
<td>Total</td>
<td>110</td>
<td>100.00</td>
</tr>
</tbody>
</table>

The data presented in Table 11 show that more than two third (70.00 per cent) of the Agricultural Development Officers were having medium service experience followed by nearly one fourth (24.55 per cent) low service experience and only 5.45 per cent of the respondents had high service experience. It can be concluded that good number (77) of Agricultural Development Officers were having medium service experience.

This might be due to new establishment of T&V System and replacements done by promoting experienced persons on higher posts. Hence the number of persons having medium service experience is more.
DISTRIBUTION OF THE RESPONDENTS ACCORDING TO THEIR SERVICE EXPERIENCE

Fig.- 10
4.1.11 Training acquired

The training refers to the training other than fortnightly and pre-seasonal training. With respect to training acquired, the respondents were grouped into three categories, namely, one month training, more than one month training and without training. The data collected in this regard from Agricultural Development Officers are presented in Table 12 and Fig. 11.

**TABLE 12**

**DISTRIBUTION OF THE RESPONDENTS ACCORDING TO THEIR TRAINING ACQUIRED**

<table>
<thead>
<tr>
<th>Training acquired</th>
<th>Number</th>
<th>Per cent</th>
</tr>
</thead>
<tbody>
<tr>
<td>No training</td>
<td>35</td>
<td>31.82</td>
</tr>
<tr>
<td>One month training</td>
<td>25</td>
<td>22.73</td>
</tr>
<tr>
<td>More than one month training</td>
<td>50</td>
<td>45.45</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>110</td>
<td>100.00</td>
</tr>
</tbody>
</table>

It can be seen from Table 12 that less than half (45.45 per cent) of the Agricultural Development Officers were having more than one month training whereas less than one fourth (22.73 per cent) acquired one month training and slightly less than one third (31.82 per cent) of the respondents had no training.

It can be concluded that good majority (67.18 per cent) of the Agricultural Development Officers had acquired
DISTRIBUTION OF THE RESPONDENTS ACCORDING TO THE TRAINING ACQUIRED

Fig. 11
The finding was in conformity with that of Patel (1975), Dave (1981), Ahmad (1985) and Sakaria (1988).

4.1.12 Area of jurisdiction

The respondents were categorised into three categories viz. upto two villages, 3 to 4 villages and more than five villages. The data collected from Agricultural Development Officers are presented in Table 13 and fig. 12.

<table>
<thead>
<tr>
<th>Area of Jurisdiction</th>
<th>Number</th>
<th>Per cent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Upto 2 villages</td>
<td>32</td>
<td>29.09</td>
</tr>
<tr>
<td>3 to 4 villages</td>
<td>63</td>
<td>57.27</td>
</tr>
<tr>
<td>More than 4 villages</td>
<td>15</td>
<td>13.64</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>110</strong></td>
<td><strong>100.00</strong></td>
</tr>
</tbody>
</table>

It can be seen from the Table 13 that majority (57.27 per cent) of the Agricultural Development Officers were having 3 to 4 villages as area of jurisdiction followed by 29.09 per cent upto two village, while only 13.64 per cent of the respondents had above 4 villages as their area of jurisdiction.

It can be concluded that majority of the Agricultural Development Officers had 3 to 4 villages as their area of jurisdiction.
DISTRIBUTION OF THE RESPONDENTS ACCORDING TO THEIR AREA OF JURISDICTION

Fig.-12
4.1.13 Distance from native place

With respect to the distance from the native to headquarter, the respondents were classified into four groups viz. (i) upto 10 KM, (ii) 11 to 20 KM, (iii) 21 to 30 KM and (iv) more than 30 KM from the native place to headquarter. The relevant data are presented in Table 14 and Fig. 13

### Table 14

<table>
<thead>
<tr>
<th>Categories</th>
<th>Number</th>
<th>Per cent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Upto 10 KM</td>
<td>9</td>
<td>8.18</td>
</tr>
<tr>
<td>11 to 20 KM</td>
<td>11</td>
<td>10.00</td>
</tr>
<tr>
<td>21 to 30 KM</td>
<td>27</td>
<td>24.55</td>
</tr>
<tr>
<td>More than 30 KM</td>
<td>63</td>
<td>57.27</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>110</td>
<td>100.00</td>
</tr>
</tbody>
</table>

The data presented in Table 14 reveal that majority of the Agricultural Development Officers were posted more than 30 KM away from their native places, followed by nearly one-fourth (24.55 per cent) posted between 21 to 30 KM, one tenth (10.00 per cent) 11 to 20 KM and only 8.18 per cent of them posted at a distance of 10 KM from their native places.

It can be concluded that more than one half (57.25 per cent) of the Agricultural Development Officers were posted more than 30 KM away from their native places.
DISTRIBUTION OF THE RESPONDENTS ACCORDING TO THEIR DISTANCE FROM NATIVE PLACE

Fig.-13
This might be due to the fact that the distance is not a criteria as there is improvement in transport and communication, besides, policy of the Government and Agricultural Department of Haryana as far as possible to keep the persons away belonging to the same area.

4.2 THE JOB PERCEPTION OF THE AGRICULTURAL DEVELOPMENT OFFICERS

In this regard thirty four job items were presented to Agricultural Development Officers to indicate the degree of their job perception on five point suitability continuum ranging from most often, often, sometime, seldom and never. The data collected from Agricultural Development Officers were categorised in three categories viz. low perception, medium perception and high perception and presented in Table 15 and Fig. 14.

**TABLE 15**

DISTRIBUTION OF THE RESPONDENTS ACCORDING TO THEIR JOB PERCEPTION

<table>
<thead>
<tr>
<th>Categories</th>
<th>Number</th>
<th>Per cent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
<td>17</td>
<td>15.45</td>
</tr>
<tr>
<td>Medium</td>
<td>56</td>
<td>50.91</td>
</tr>
<tr>
<td>High</td>
<td>37</td>
<td>33.64</td>
</tr>
<tr>
<td>Total</td>
<td>110</td>
<td>100.00</td>
</tr>
</tbody>
</table>
DISTRIBUTION OF THE RESPONDENTS ACCORDING TO THEIR JOB PERCEPTION

Fig.- 14
It can be observed that majority (50.91 per cent) of the Agricultural Development Officers had medium level of job perception whereas one third (33.64 per cent) of the respondents had high job perception and only 15.45 per cent of the Agricultural Development Officers had low job perception.

It can be concluded that a great majority (84.55 per cent) of the Agricultural Development Officers had medium to high job perception.

Probable reasons might be that all the Agricultural Development Officers had at least B.Sc. (Agri.) as their qualification and some of them M.Sc. (Agri.) too. Moreover most of them belonged to rural background, possessed their own land and father’s occupation is farming. These factors might have played a vital role in perception as perceived by Agricultural Development Officers.

The finding is in line with Siddaramaiah et al. (1987).

4.3 JOB PERFORMANCE OF AGRICULTURAL DEVELOPMENT OFFICERS

Thirty four job items regarding the job of Agricultural Development Officers working in T&V System were presented to Agricultural Development Officers to indicate their degree of job performance on three point continuum ranging from 'always', 'sometime' and 'not at all'. The data in this regard were collected from Agricultural Development Officers and categorised in three categories i.e. low performance,
medium performance and high performance. The data are presented in Table 16 and Fig. 15.

TABLE 16

DISTRIBUTION OF THE RESPONDENTS ACCORDING TO THEIR JOB PERFORMANCE

<table>
<thead>
<tr>
<th>Categories</th>
<th>Number</th>
<th>Per cent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
<td>19</td>
<td>17.28</td>
</tr>
<tr>
<td>Medium</td>
<td>51</td>
<td>46.36</td>
</tr>
<tr>
<td>High</td>
<td>40</td>
<td>36.36</td>
</tr>
<tr>
<td>Total</td>
<td>110</td>
<td>100.00</td>
</tr>
</tbody>
</table>

The data in Table 16 reveal that in respect of job performance, nearly one half (46.36 per cent) of the Agricultural Development Officers belonged to medium level category, whereas more than one third (36.36 per cent) of them belonged to high level category and less than one fifth (17.25 per cent) of the Agricultural Development Officers belonged to low level category of job performance.

It can be concluded that nearly one half (46.36 per cent) of the Agricultural Development Officers had medium level of job performance.

This finding is in conformity with the findings of Janardhan (1961), Khare et al. (1967), Dakhore and Bhilegaonkar (1967), Sarker (1968) and Bhardwaj et al. (1969).
DISTRIBUTION OF THE RESPONDENTS ACCORDING TO THEIR JOB PERFORMANCE

Fig. 15
4.4 ASSOCIATION OF SOCIO-ECONOMIC AND PERSONAL CHARACTERISTICS OF AGRICULTURAL DEVELOPMENT OFFICERS AND JOB PERFORMANCE

4.4.1 Age and job performance

The data collected in order to find out the association between age and level of job performance of Agricultural Development Officers are presented in Table 17.

**TABLE 17**

ASSOCIATION BETWEEN AGE OF ADOs AND THEIR JOB PERFORMANCE

<table>
<thead>
<tr>
<th>Age group</th>
<th>Level of job performance</th>
<th>Total</th>
<th>X^2 value</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Low</td>
<td>Medium</td>
<td>High</td>
</tr>
<tr>
<td>Young (upto 35 years)</td>
<td>8</td>
<td>25</td>
<td>21</td>
</tr>
<tr>
<td>(14.81) (46.30) (38.89) (100.00)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Middle (36 to 50 years)</td>
<td>11</td>
<td>26</td>
<td>19</td>
</tr>
<tr>
<td>(19.64) (46.42) (33.93) (100.00)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>19</td>
<td>51</td>
<td>40</td>
</tr>
</tbody>
</table>

X^2 = 0.557 N.S.  d.f. 2

Figures given in parentheses indicate percentage of row.

NS = Non-significant at 0.05 level of significance.

The data presented in Table 17 indicate that nearly one half (46.30 per cent) of the respondents belonging to young age group were in medium job performance category whereas more than one third (38.89 per cent) had high level of job performance and only 14.81 per cent of the Agricultural Development Officers were in low level of job performance. In middle age group nearly one half (46.42 per cent) of the respondents were in medium level of job performance, followed by nearly one third (33.93 per cent) in high level and 19.64 per cent in low level of job performance.
It can be seen from the table that chi-square value 
($x^2 = 0.557$, at 2 d.f.) was found non-significant at 0.05 
level of significance. Therefore, the null hypothesis that 
"there will be no association between the age of the 
Agricultural Development Officers and their job performance" 
was accepted and concluded that there is no association 
between age and job performance of Agricultural Development 
Officers.

This finding is in line with those findings reported 
by Intodia (1980), Soli and Kherde (1985), Khare et al. 

4.4.2 Education and job performance of ADOs

The data were collected in order to find out associ­
ation between educational qualification and job performance 
of Agricultural Development Officers. The same are presented 
in Table 18.

| TABLE 18 |

ASSOCIATION BETWEEN EDUCATION AND JOB PERFORMANCE OF 
AGRICULTURAL DEVELOPMENT OFFICERS

<table>
<thead>
<tr>
<th>Education</th>
<th>Level of Job performance</th>
<th>Total</th>
<th>$x^2$ value</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Low</td>
<td>Medium</td>
<td>High</td>
</tr>
<tr>
<td>B.Sc.(Agri.)</td>
<td>19</td>
<td>49</td>
<td>31</td>
</tr>
<tr>
<td></td>
<td>(19.19)</td>
<td>(49.50)</td>
<td>(31.31)</td>
</tr>
<tr>
<td></td>
<td>d.f.=2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>M.Sc.(Agri.)</td>
<td>0</td>
<td>2</td>
<td>9</td>
</tr>
<tr>
<td></td>
<td>(0.00)</td>
<td>(18.18)</td>
<td>(81.82)</td>
</tr>
<tr>
<td>Total</td>
<td>19</td>
<td>51</td>
<td>40</td>
</tr>
</tbody>
</table>

** Highly significant at 0.01 probable of significance. 
Figures given in parentheses indicate percentage of row.
The data presented in Table 18 indicate that nearly one half (49.50 per cent) of Agricultural Development Officers having B.Sc.(Agri.) qualification were in medium level of job performance followed by 31.31 per cent high level of job performance and 19.19 per cent of them were in low level of job performance. Among post-graduate Agricultural Development Officers nearly four out of five (81.82 per cent) were in high level of job performance whereas only 18.18 per cent of them were in medium level of job performance. However, none of them was found in low level of job performance.

It can be seen from the Table 18 that chi-square value \( (X^2 = 11.149^{**} \text{ at } 2 \text{ d.f.}) \) was found highly significant at 0.01 probable level of significance. Therefore, the null hypothesis that “there will be no (relation) association between the education of Agricultural Development Officers and their job performance” was rejected, indicating that there was association between education of Agricultural Development Officers and their job performance.

It can be concluded that higher the education of Agricultural Development Officers higher will be the job performance.

The finding was in conformity with that of Kherde and Sahay (1972) and Sharma et al. (1988).
4.4.3 Father's occupation of Agricultural Development Officers and job performance

The data collected in order to find out the association between father's occupation and job performance of Agricultural Development Officers are presented in Table 19.

**Table 19**

<table>
<thead>
<tr>
<th>Father's occupation</th>
<th>Low</th>
<th>Medium</th>
<th>High</th>
<th>Total</th>
<th>$\chi^2$ value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture</td>
<td>14</td>
<td>50</td>
<td>39</td>
<td>103</td>
<td>15.355**</td>
</tr>
<tr>
<td></td>
<td>(13.59)</td>
<td>(48.55)</td>
<td>(37.86)</td>
<td>(100.00)</td>
<td>d.f. 2</td>
</tr>
<tr>
<td>Non-agriculture</td>
<td>5</td>
<td>1</td>
<td>1</td>
<td>7</td>
<td></td>
</tr>
<tr>
<td></td>
<td>(71.44)</td>
<td>(14.28)</td>
<td>(14.28)</td>
<td>(100.00)</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>19</td>
<td>51</td>
<td>40</td>
<td>110</td>
<td></td>
</tr>
</tbody>
</table>

**Highly significant at 0.01 probability level of significance. Figures given in parentheses indicate percentage of row.

It was observed from the Table 19 that nearly one half (48.55 per cent) of the Agricultural Development Officers belonged to farming family had medium level of job performance followed by more than one third (37.86 per cent) high and only 13.59 per cent of the Agricultural Development Officers had low level of job performance. Among the non-agricultural group a great majority (71.44 per cent) had low level of job performance and medium and high were the same numbers at par (14.28 per cent and 14.28 per cent) respectively.
It can be seen from Table 19 that chi-square value 
\( x^2 = 15.355 \) at 2 d.f. was found highly significant at 
0.01 level of significance. Hence, the null hypothesis that "there will be no association between father's occupation and their job performance of Agricultural Development Officers" is rejected. It means that there was association between father's occupation of Agricultural Development Officers and their job performance.

It can be concluded that the Agricultural Development Officers coming from Agricultural or Agriculture as a occupation of their fathers had high job performance.

The finding is in line with those of Kherde and Sahay (1972).

4.4.4 Association between land holding of ADOS and their job performance

The data were collected in order to find out association between land holding of Agricultural Development Officers and their job performance. The same are presented in Table 20.

<table>
<thead>
<tr>
<th>Land holding</th>
<th>Level of job performance</th>
<th>Total</th>
<th>( x^2 ) value</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Low</td>
<td>Medium</td>
<td>High</td>
</tr>
<tr>
<td>Small (upto 2 hectares)</td>
<td>13</td>
<td>19</td>
<td>12</td>
</tr>
<tr>
<td>Medium (2.1 to 4 hectares)</td>
<td>(29.55)</td>
<td>(43.18)</td>
<td>(27.27)</td>
</tr>
<tr>
<td>Big (above 4 hectares)</td>
<td>6</td>
<td>20</td>
<td>16</td>
</tr>
<tr>
<td></td>
<td>(14.29)</td>
<td>(47.62)</td>
<td>(38.09)</td>
</tr>
<tr>
<td></td>
<td>0</td>
<td>12</td>
<td>12</td>
</tr>
<tr>
<td></td>
<td>(0.00)</td>
<td>(50.00)</td>
<td>(50.00)</td>
</tr>
<tr>
<td>Total</td>
<td>19</td>
<td>57</td>
<td>40</td>
</tr>
</tbody>
</table>

* Significant at 0.05 probable level of significance.
Figures in parentheses indicate percentage of row.
It was observed from the Table 20 that less than half (43.18 per cent) of the Agricultural Development Officers belong to the category of small land holding had medium level of job performance, followed by 29.55 per cent low and 27.27 per cent high level of job performance. Among the medium land holding category nearly one half (47.62 per cent) of the Agricultural Development Officers had medium level of job performance followed by more than one-third (38.09 per cent) high and only (14.29 per cent) low level of job performance. In case of big land holding the equal number of Agricultural Development Officers had high and medium level of job performance (50.00 per cent and 50.00 per cent) respectively.

It can be seen from the Table 20 that chi-square value ($\chi^2 = 10.640$ at 4 d.f.) was found significant at 0.05 level of significance. Hence, the null hypothesis that "there will be no association between the land holding of Agricultural Development Officers and their job performance" was rejected and concluded that land holding and job performance were found dependent.

It can be concluded that there was significant association between land holding and job performance of Agricultural Development Officers.

The probable reason might be that great majority of the Agricultural Development Officers were coming from farming community and also they had experience of working on own farm and hence, were able to understand the problems
of the farmers and were able to give proper solutions to the farmers.

The finding is in conformity with that of Khare et al. (1987) and Sakaria (1983).

4.4.5 Association of experience of ADOs and their job performance

The data collected in order to find out the association between service experience of Agricultural Development Officers and their job performance are presented in Table 21.

**TABLE 21**

ASSOCIATION BETWEEN THE EXPERIENCE OF THE AGRICULTURAL DEVELOPMENT OFFICERS AND THEIR JOB PERFORMANCE

<table>
<thead>
<tr>
<th>Experience</th>
<th>Low</th>
<th>Medium</th>
<th>High</th>
<th>Total</th>
<th>(X^2) value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
<td>6</td>
<td>11</td>
<td>10</td>
<td>27</td>
<td>7.968</td>
</tr>
<tr>
<td></td>
<td>(22.22)</td>
<td>(40.74)</td>
<td>(37.04)</td>
<td>(100.00)</td>
<td>NS</td>
</tr>
<tr>
<td>Medium</td>
<td>12</td>
<td>40</td>
<td>25</td>
<td>77</td>
<td>d.f. 4</td>
</tr>
<tr>
<td></td>
<td>(15.58)</td>
<td>(51.95)</td>
<td>(32.47)</td>
<td>(100.00)</td>
<td></td>
</tr>
<tr>
<td>High</td>
<td>1</td>
<td>0</td>
<td>5</td>
<td>0</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>(16.67)</td>
<td>(0.00)</td>
<td>(83.33)</td>
<td>(100.00)</td>
<td></td>
</tr>
</tbody>
</table>

Total 19   51   50   110

NS = Non-significant at 0.05 level of significance

Figures given in parentheses indicate percentage of row

It was observed from Table 21, that the Agricultural Development Officers who had low level of experience, 40.74 per cent had medium level of job performance, more than one third 37.04 per cent had high level of job performance and
22.22 per cent had low level of job performance. Among the Agricultural Development Officers who had medium level of job performance, were more than half (51.95 per cent) belonged to medium group of experience, while 32.47 per cent had high level of job performance and only 15.58 per cent were in low level of job performance. In case of high experience a great majority 83.33 per cent of the Agricultural Development Officers had high job performance level, while only 16.67 per cent were low performers of their jobs.

It can be seen from Table 21 that chi-square value ($\chi^2 = 7.968$ NS at d.f. 4) was found non-significant at 0.05 level of significance. Hence, the null hypothesis that "there will be no association between length of service of Agricultural Development Officers and their job performance" was accepted and concluded that experience and job performance were found independent.

Further it can be concluded that there is no association between service experience and job performance of Agricultural Development Officers.

The finding was in conformity with that of Kherde and Sahay (1972), Sohi and Kherde (1985), Khare et al. (1967), Sakaria (1988) and Choudhary et al. (1989).
4.4.6 Association of training acquired by ADOs and their job performance

The data collected in order to find out the association between training acquired by Agricultural Development Officers and their job performance are presented in Table 22.

**TABLE 22**

**ASSOCIATION BETWEEN TRAINING ACQUIRED BY AGRICULTURAL DEVELOPMENT OFFICERS AND THEIR JOB PERFORMANCE**

<table>
<thead>
<tr>
<th>Training acquired</th>
<th>Level of job performance</th>
<th>Total</th>
<th>$\chi^2$ value</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Low</td>
<td>Medium</td>
<td>High</td>
</tr>
<tr>
<td>No training</td>
<td>4</td>
<td>18</td>
<td>13</td>
</tr>
<tr>
<td></td>
<td>(11.43)</td>
<td>(51.43)</td>
<td>(37.14)</td>
</tr>
<tr>
<td>One month training</td>
<td>7</td>
<td>9</td>
<td>9</td>
</tr>
<tr>
<td></td>
<td>(28.00)</td>
<td>(36.00)</td>
<td>(36.00)</td>
</tr>
<tr>
<td>More than one month training</td>
<td>8</td>
<td>24</td>
<td>18</td>
</tr>
<tr>
<td></td>
<td>(16.00)</td>
<td>(48.00)</td>
<td>(36.00)</td>
</tr>
<tr>
<td>Total</td>
<td>19</td>
<td>51</td>
<td>40</td>
</tr>
</tbody>
</table>

NS = Non-significant

Figures given in parentheses indicate percentage of row.

A persual of the data presented in Table 22 that among the Agricultural Development Officers who had received no training, majority (51.43 per cent) of them had medium level of job performance, followed by nearly one third (33.33 per cent) high level of job performance and 11.43 per cent were in low level of job performance. Among the Agricultural Development Officers who had received one month training were in equal number of 36.00 per cent and 36.00 per cent in
medium and high level of job performance respectively. Only 28.00 per cent of the respondents had low level of job performance. In case of the Agricultural Development Officers who had received, more than one month training were nearly one half (48.00 per cent) medium followed by 36.00 per cent high and 16.00 per cent low level of job performance.

It can be seen from Table 22 that chi-square value \( (X^2 = 3.215 \text{ NS at d.f. 4}) \) was found non-significant at 0.05 level of significance. Therefore, the null hypothesis that "there will be no association between training acquired by Agricultural Development Officers and their job performance" was accepted and concluded that training received and job performance was independent.

Probable reason might be that Agricultural Development Officers working in T&V System are given fortnightly training regularly which is significant for their duties, so special training might have not contributed in job performance of the Agricultural Development Officers.

The finding was in conformity with that of Kherde and Sahay (1972), Sohi and Kherde (1985), Khare et al. (1987) and Sakaria (1988).

4.4.7 Association of distance from the native place of Agricultural Development Officers and their job performance

The data collected in order to find out the association between distance of headquarter from native place and job performance of Agricultural Development Officers are presented in Table 23.
<table>
<thead>
<tr>
<th>Distance</th>
<th>Level of Job Performance</th>
<th>Total</th>
<th>$X^2$ value</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Low</td>
<td>Medium</td>
<td>High</td>
</tr>
<tr>
<td>Upto 10 KM</td>
<td>0</td>
<td>6</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>(0.00)</td>
<td>(66.67)</td>
<td>(33.33)</td>
</tr>
<tr>
<td>11 to 20 KM</td>
<td>2</td>
<td>3</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>(18.18)</td>
<td>(27.27)</td>
<td>(54.55)</td>
</tr>
<tr>
<td>21 to 30 KM</td>
<td>3</td>
<td>17</td>
<td>7</td>
</tr>
<tr>
<td></td>
<td>(11.11)</td>
<td>(62.96)</td>
<td>(25.93)</td>
</tr>
<tr>
<td>Above 30 KM</td>
<td>14</td>
<td>25</td>
<td>24</td>
</tr>
<tr>
<td></td>
<td>(22.22)</td>
<td>(29.66)</td>
<td>(36.10)</td>
</tr>
<tr>
<td>Total</td>
<td>19</td>
<td>51</td>
<td>40</td>
</tr>
</tbody>
</table>

NS = Non-significant at 0.05 level of significance.
Figures given in parentheses indicate percentage of row.

The data presented in Table 23 indicate that majority (66.67 per cent) of Agricultural Development Officers who were posted upto 10 KM away from their native places had medium level of job performance, followed by nearly one third (33.33 per cent) high level of job performance. Among the Agricultural Development Officers working at a distance of 20 KM, majority (54.55 per cent) had high level of job performance followed by 27.27 per cent medium and 18.18 per cent low level of job performance. Among the Agricultural Development Officers posted 30 KM away from their native places, majority (62.96 per cent) of them had medium level of job performance followed by one fourth (25.93 per cent)
high and only 11.11 per cent in low level of job performance. While, in case of Agricultural Development Officers who were working more than 30 KM away from their native places 39.68 per cent had medium level of job performance followed by 38.10 per cent high and 22.22 per cent low level of job performance.

It can be seen from Table 23 that chi-square value (8.806, at d.f. 6) was found non-significant at 0.05 level of significance. Hence, the null hypothesis that "there will be no association between distance from native place of Agricultural Development Officers from their headquarters and their job performance" was accepted. It was concluded that distance from native place and job performance of Agricultural Development Officers were found independent.

4.4.8 Association between area of jurisdiction of Agricultural Development Officers and their job performance

The data were collected in order to find out association between area of jurisdiction of the Agricultural Development Officers and their job performance. The same are presented in Table 24.
TABLE 24

ASSOCIATION BETWEEN AREA OF JURISDICTION OF AGRICULTURAL DEVELOPMENT OFFICERS AND THEIR JOB PERFORMANCE

<table>
<thead>
<tr>
<th>Area of Jurisdiction</th>
<th>Level of Job Performance</th>
<th>Total</th>
<th>( \chi^2 ) value</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Low</td>
<td>Medium</td>
<td>High</td>
</tr>
<tr>
<td>Upto two villages</td>
<td>7</td>
<td>10</td>
<td>15</td>
</tr>
<tr>
<td></td>
<td>(21.88)</td>
<td>(31.25)</td>
<td>(46.87)</td>
</tr>
<tr>
<td>3 to 4 villages</td>
<td>11</td>
<td>36</td>
<td>16</td>
</tr>
<tr>
<td></td>
<td>(17.47)</td>
<td>(57.14)</td>
<td>(25.39)</td>
</tr>
<tr>
<td>Above 4 villages</td>
<td>1</td>
<td>5</td>
<td>9</td>
</tr>
<tr>
<td></td>
<td>(6.67)</td>
<td>(33.33)</td>
<td>(66.00)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>19</strong></td>
<td><strong>51</strong></td>
<td><strong>40</strong></td>
</tr>
</tbody>
</table>

* Significant at 0.05 level

Figures given in parentheses indicate percentage of row.

A perusal of the data presented in Table 24 indicate that Agricultural Development Officers who had upto two villages as their area of jurisdiction were nearly one half (46.87 per cent) of them had high level of job performance, followed by 31.25 per cent medium and 21.88 per cent low level of job performance. Among the Agricultural Development Officers who had 3 to 4 villages, a majority (57.14 per cent) of them had medium level of job performance followed by nearly one fourth (25.39 per cent) high and 17.47 per cent low level of job performance. While in case of above four villages, a majority (66.00 per cent) of the Agricultural Development Officers had high level of job performance followed by one third (33.33 per cent) medium and only 6.67 per cent had low level of job performance.
It can be seen from the table that chi-square value \( (X^2 = 10.236, \text{ at d.f. 4}) \) was found significant at 0.05 level of significance, therefore the null hypothesis that "there will be no association between area of jurisdiction of Agricultural Development Officers and their job performance" was rejected and concluded that they are dependent.

Probable reason for the significant result is that the Agricultural Development Officers were working in the area of more than four villages. Out of them 9 were M.Sc. (Agri.), staying at their headquarter along with their families, and coming from farming family or Agriculture was the occupation of their fathers.

Moreover, in T&V system Agricultural Development Officers were working with a range of 800 to 1000 farming families. So the villages has no such effect on job performance of Agricultural Development Officers, though the results were statistically significant.

The finding was in conformity with that of Sohi and Kherde (1985).

4.4.9 association between stay at headquarter and job performance of Agricultural Development Officers

The data collected in order to find out association between stay at headquarter and job performance of Agricultural Development Officers are presented in Table 25.
TABLE 25

ASSOCIATION BETWEEN STAY AT HEADQUARTER AND JOB PERFORMANCE
OF AGRICULTURAL DEVELOPMENT OFFICERS

<table>
<thead>
<tr>
<th>Stay at.headquarter</th>
<th>Level of job performance</th>
<th>Total</th>
<th>$X^2$ value</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Low</td>
<td>Medium</td>
<td>High</td>
</tr>
<tr>
<td>At the headquarter</td>
<td>0</td>
<td>38</td>
<td>36</td>
</tr>
<tr>
<td></td>
<td>(0.00)</td>
<td>(50.00)</td>
<td>(50.00)</td>
</tr>
<tr>
<td>Elsewhere</td>
<td>19</td>
<td>13</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>(55.88)</td>
<td>(38.34)</td>
<td>(5.88)</td>
</tr>
<tr>
<td>Total</td>
<td>19</td>
<td>51</td>
<td>40</td>
</tr>
</tbody>
</table>

** Highly significant at .01 level

Figures in parentheses indicate percentage row.

The data presented in Table 25 indicate that equal number of Agricultural Development Officers (50.00 per cent and 50.00 per cent) staying at their headquarters had high and medium level of job performance, and none of them was found in low level of job performance. Among the Agricultural Development Officers who were not staying at their headquarter majority of them (55.88 per cent) had low level of job performance followed by more than one third (38.34 per cent) medium and only 5.88 per cent of the Agricultural Development Officers had high level of job performance.

It can be seen from the Table 25 that chi-square value ($X^2 = 55.745$ at d.f. 2) was found highly significant at .01 level of significance. Therefore, the null hypothesis that "there will be no association between stay at headquarters by Agricultural Development Officers and their job performance" was rejected and concluded that they are dependent.
It can further be concluded that more the stay at headquarter by Agricultural Development Officers, higher will be the job performance.

The finding is in line with the findings reported by Kherde and Sahay (1972) and Bhardwaj et al. (1989).

4.4.10 Association between salary and job performance of Agricultural Development Officers

The data collected in order to find out the association between salary and job performance of Agricultural Development Officers are presented in Table 26.

TABLE 26

ASSOCIATION BETWEEN SALARY AND JOB PERFORMANCE OF AGRICULTURAL DEVELOPMENT OFFICERS

<table>
<thead>
<tr>
<th>Salary</th>
<th>Level of job performance</th>
<th>Total</th>
<th>( \chi^2 ) value</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Law</td>
<td>Medium</td>
<td>High</td>
</tr>
<tr>
<td>Upto Rs. 2500/-</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(22.50)</td>
<td>(42.50)</td>
<td>(35.00)</td>
</tr>
<tr>
<td>Rs. 2501 to Rs. 3500/-</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(14.29)</td>
<td>(46.57)</td>
<td>(37.14)</td>
</tr>
<tr>
<td>Total</td>
<td>19</td>
<td>51</td>
<td>40</td>
</tr>
</tbody>
</table>

Figures in parentheses indicate percentage of row.

NS = Non-significant at 0.05 level of significance.

A perusal of data presented in Table 26 indicate that among Agricultural Development Officers from salary group up to Rs. 2500/- 42.50 per cent had medium level of job performance followed by nearly one third (35.00 per cent) high and
22.50 per cent low level of job performance. Among the salary group upto Rs. 3500/-, nearly one half (48.57 per cent) of the Agricultural Development Officers had medium level of job performance followed by 37.14 per cent high and 14.29 per cent low level of job performance.

It can be seen from the Table 26 that chi-square value (1.229 NS at d.f. 2) was found non-significant at 0.05 level of significance. Hence, the null hypothesis that "there will be no association between salary of Agricultural Development Officers and their job performance" was accepted. It was concluded that salary per month and job performance were found independent.

This finding is in line with those reported by Rao and Sohal (1985).

4.4.11 Rural/urban background of Agricultural Development Officers and their job performance

In order to find out relation between rural/urban background and job performance of Agricultural Development Officers, data were collected and presented in Table 27.

<table>
<thead>
<tr>
<th>TABLE 27</th>
<th>ASSOCIATION BETWEEN RURAL URBAN BACKGROUND OF THE AGRICULTURAL DEVELOPMENT OFFICERS AND THEIR JOB PERFORMANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Background</td>
<td>Level of Job Performance</td>
</tr>
<tr>
<td>Rural</td>
<td>Low</td>
</tr>
<tr>
<td>Rural</td>
<td>17</td>
</tr>
<tr>
<td>Urban</td>
<td>2</td>
</tr>
<tr>
<td>Urban</td>
<td>19</td>
</tr>
<tr>
<td>Total</td>
<td>19</td>
</tr>
</tbody>
</table>
The data presented in Table 27 indicate that nearly one half (47.22 per cent) Agricultural Development Officers belonged to rural background had medium level of job performance followed by more than one third (37.04 per cent) high and only 15.74 per cent low level of job performance. Whereas among the respondents coming from urban areas, 100.00 per cent of them had low level of job performance.

It can be concluded that the Agricultural Development Officers having rural background were better job performers with respect to their counter parts.

The probable reasons might be that:
1. They might be coming from rural areas.
2. They might belonging to farming families
3. They might have practical farming experience and hence, rural background might have helped in improving their job performance.

The finding was in conformity with that of Phillon and Sandhu (1977), Sohi and Kerde (1985) and Sakaria (1986).

4.5 RELATIONSHIP BETWEEN JOB PERCEPTION AND JOB PERFORMANCE OF AGRICULTURAL DEVELOPMENT OFFICERS

The data collected in order to find out the relationship between job perception and job performance of Agricultural Development Officers are presented in Table 28.
The value in Table 28 was used to test the null hypothesis that "there will be no relationship between job perception and job performance of Agricultural Development Officers".

The calculated correlation coefficient value of $r = 0.47805$ was found significant at 0.05 level. Hence, the null hypothesis was rejected.

It can be concluded that job perception of the Agricultural Development Officers had significant relationship with their job performance which means with high job perception, there will be high job performance.

The finding was in conformity with that of Kherde and Sahay (1972), Sohi and Kherde (1985), Rao and Sohal (1985) and Khandwaj et al. (1989).
4.6 SUGGESTIONS OF THE AGRICULTURAL DEVELOPMENT OFFICERS TO IMPROVE THEIR JOB PERFORMANCE

TABLE 29

SUGGESTIONS FOR AGRICULTURAL DEVELOPMENT OFFICERS TO OVERCOME THE CONSTRAINTS IN THEIR JOB PERFORMANCE

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Suggestions</th>
<th>Number</th>
<th>Per cent</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Supply of inputs like seeds, insecticides, pesticides etc. should be through ADOS headquarters</td>
<td>99</td>
<td>90.00</td>
<td>II</td>
</tr>
<tr>
<td>2</td>
<td>The office should be in Government building</td>
<td>96</td>
<td>87.27</td>
<td>III</td>
</tr>
<tr>
<td>3</td>
<td>Increase the number of deputation for M.Sc. and Ph.D. degree</td>
<td>94</td>
<td>85.45</td>
<td>IV</td>
</tr>
<tr>
<td>4</td>
<td>Residential facility must be provided by Government thereon headquarter</td>
<td>90</td>
<td>81.82</td>
<td>V</td>
</tr>
<tr>
<td>5</td>
<td>ADOS must be given Government vehicle</td>
<td>100</td>
<td>90.91</td>
<td>I</td>
</tr>
<tr>
<td>6</td>
<td>Headquarter must be near to the native place</td>
<td>80</td>
<td>72.72</td>
<td>VI</td>
</tr>
</tbody>
</table>

It can be seen from the table that great majority of the Agricultural Development Officers suggested that supply of inputs like seeds, insecticides, pesticides through headquarter of Agricultural Development Officers which was given rank second. A great majority (87.27 per cent) of the respondents suggested that the office of the Agricultural Development Officers should be in Government.
building which was given rank third. Majority (72.72 per cent) of the Agricultural Development Officers suggested to increase the number of deputation for M.Sc. (Agri.) and Ph.D. degrees. While, majority (61.02 per cent) of them suggested that Government should provide residential facility for Agricultural Development Officers thereon headquarter which was given rank iiith, whereas 90.91 per cent of the Agricultural Development Officers suggested that Agricultural Development Officers must be provided Government vehicle which was given rank first. A great majority (80.72 per cent) of the Agricultural Development Officers suggested that headquarter must be nearer to the native place which was given rank sixth.
CHAPTER V
SUMMARY AND CONCLUSIONS

This chapter deals with a nutshell description of the present study in respect of a compendium of major findings, conclusions, implications and suggestions for future research.

The Agricultural Development Officers as grass-root level workers occupy pivotal position at the field level. The success of any programme rests upon them and the extent they shoulder the responsibility on which they are employed for.

In Haryana State the T&V System has been introduced since 1.4.1979 throughout the State, with a view to help the farmers to get the highest income from their available resources, to narrow down gap between what is known to the researchers, what is practiced by the farmers to utilize the technical know-how and to put pressure on research to solve farmers practical problem.

The success of the T&V System will depend on its personnel who perform their respective duties. The job performance of every worker in the organisation is constantly appraised by the worker himself (by self rating) by his superiors, peers and subordinates. The job perception relates to the way which the employees look at their jobs. There are two important criteria in determining the effectiveness, job perception and job performance.
The context of Training and Visit System obviously to play a vital role in future transferring new agricultural technology and development of agriculture. In such situations it becomes important to evaluate or observe the nature and amount of job being performed and perceived by Agricultural Development Officers who are directly in contact with the farmers. Therefore, it is necessary to know the job perception and job performance of the Agricultural Development Officers. No work has been done scientifically so far in measuring the job perception and job performance of Agricultural Development Officers.

Therefore, the investigation entitled, "A study on the job perception and job performance of Agricultural Development Officers working in T&V System in three districts of Haryana State" was undertaken.

5.1 OBJECTIVES OF THE STUDY

The specific objectives of the study were as under.

1. To study the socio-economic and personal characteristics of the Agricultural Development Officers.

2. To determine the job perception of the Agricultural Development Officers.

3. To assess the actual level of job performance of Agricultural Development Officers by self rating.

4. To find out the association of socio-economic and personal characteristics with job performance of the Agricultural Development Officers.
5. To find out the relationship of job perception with job performance of the Agricultural Development Officers.


5.2 HYPOTHESES OF THE STUDY

In view of the above objectives, the following null hypotheses were formulated.

1. There will be no association between the age of the Agricultural Development Officers and their job performance.

2. There will be no association between the education of the Agricultural Development Officers and their job performance.

3. There will be no association between father's occupation of the Agricultural Development Officers and their job performance.

4. There will be no association between the land holding of Agricultural Development Officers and their job performance.

5. There will be no association between length of service of Agricultural Development Officers and their job performance.

6. There will be no association between training acquired by Agricultural Development Officers and their job performance.
7. There will be no association between distance from native places of Agricultural Development Officers from their headquarters and their job performance.

8. There will be no association between area of jurisdiction of Agricultural Development Officers and their job performance.

9. There will be no association between rural/urban background of Agricultural Development Officers and their job performance.

10. There will be no association between stay at headquarters by Agricultural Development Officers and their job performance.

11. There will be no association between salary per month of Agricultural Development Officers and their job performance.

12. There will be no relationship between job perception and job performance of the Agricultural Development Officers.

5.3 REVIEW OF LITERATURE

The literature reviewed have been grouped under the following heads.

1. Socio-economic and personal characteristics.


5.4 METHODOLOGY

The present study was carried out in three districts of Haryana State viz. Rohtak, Jind, and Sonepat. All the Agricultural Development Officers working under T&V System in three districts (Rohtak, Jind and Sonepat) were purposely selected for the study. The total Agricultural Development Officers considered as the sample for the study were 110.

The job perception and job performance of the Agricultural Development Officers of three districts in Haryana State was measured with the help of 'teacher made scale' developed on the basis of principles of Likert method.

The tool of the study was interview schedule. The Agricultural Development Officers personally contacted by the investigator himself at their headquarters. The actual work of data collection was done during the month of June 1990. Socio-economic and personal characteristics were studied and presented in terms of frequencies and percentages. For testing the association of socio-economic and personal characteristics with the job performance of the Agricultural Development Officers, chi-square ($\chi^2$) test was used and to know the relationship between the job perception of the Agricultural Development Officers and their job performance, co-efficient of correlation test was used.

The data collected through interview schedule, were tabulated, organised, analysed with the help of computer and presented in a way that it may give proper representation.
and answer to the specific objectives of the study. The findings of the study emerged out of the data are summarised as below.

5.5 MAJOR FINDINGS

5.5.1 Socio-economic and personal characteristics of the Agricultural Development Officers

1. Majority (50.91 per cent) of Agricultural Development Officers were found in middle age group (36 to 50 years).
2. A great majority (90.00 per cent) of the Agricultural Development Officers were having B.Sc.(Agri.) degree whereas one tenth (10.00 per cent) of the respondents were M.Sc.(Agri.).
3. A great majority (93.64 per cent) of the Agricultural Development Officers belonged to farm family.
4. Most of (97.27 per cent) the Agricultural Development Officers were married.
5. A great majority (84.55 per cent) of the Agricultural Development Officers were posted in villages.
6. A great majority (76.18 per cent) of the Agricultural Development Officers were having small to medium land holdings.
7. Most of (96.18 per cent) the Agricultural Development Officers belonged to rural background.
8. Majority (63.64 per cent) of the Agricultural Development Officers were in the category of Rs.2500/- to Rs.3500/- per month as their salary.
9. Majority (69.09 per cent) of the Agricultural Development Officers were staying at their headquarters.

10. More than two third (70.00 per cent) of the Agricultural Development Officers were having medium service experience.

11. A good majority (67.18 per cent) of the Agricultural Development Officers had acquired training.

12. Majority (57.27 per cent) of the Agricultural Development Officers were having 3 to 4 villages as their area of jurisdiction.

13. More than one half (57.27 per cent) of the Agricultural Development Officers were posted more than 30 KM away from their native places.

5.5.2 The job perception of the Agricultural Development Officers

Majority (50.91 per cent) of the Agricultural Development Officers had medium level of job perception whereas one third (33.64 per cent) of the respondents had high job perception and only 15.45 per cent of the Agricultural Development Officers had low job perception.

5.5.3 Job performance of Agricultural Development Officers

Nearly one half (46.36 per cent) of the Agricultural Development Officers belonged to medium level category, whereas more than one third (36.36 per cent) of them belonged to high level category and less than one fifth (17.25 per
cent) of the Agricultural Development Officers belonged to low level category of job performance.

5.5.4 Association of socio-economic and personal characteristics of Agricultural Development Officers and their job performance

1. Non-significant association or there is no association between age and job performance of Agricultural Development Officers.

2. There was found highly significant association between education and job performance. Higher the education of Agricultural Development Officers higher will be the job performance.

3. There was highly significant association between the farmer's occupation of the Agricultural Development Officers and their job performance. Agricultural Development Officers coming from Agriculture as a occupation of their fathers had high job performance.

4. There was found significant association between land holding and job performance of Agricultural Development Officers.

5. There was found non-significant association between length of service of Agricultural Development Officers and their job performance.

6. There was found non-significant association between training acquired by Agricultural Development Officers and their job performance.
7. There was found non-significant association between distance from native places of Agricultural Development Officers from their headquarters and their job performance.

8. There was found significant association between area of jurisdiction of Agricultural Development Officers and their job performance.

9. There was found highly significant association between stay at headquarters by Agricultural Development Officers and their job performance.

10. Non-significant association was round between salary of Agricultural Development Officers and their job performance.

11. Nearly one half (47.22 per cent) of Agricultural Development Officers belonged to rural background had medium level of job performance.

5.5.5 Relationship between job perception and job performance of Agricultural Development Officers

Job perception of Agricultural Development Officers had significant relationship with their job performance which means with high job perception, there will be high job performance.

5.5.6 Suggestions given by Agricultural Development Officers to improve their job performance

1. A great majority (90.91 per cent) of the Agricultural Development Officers suggested that Agricultural Development Officers must be given Government vehicle.
2. More than four-fifth (87.27 per cent) of Agricultural Development Officers suggested that office of the Agricultural Development Officers should be in Government buildings.

3. A great majority (90.00 per cent) of Agricultural Development Officers suggested that supply of inputs, like seeds, insecticides, pesticides, etc. should be made through Agricultural Development Officers headquarters.

5.6 CONCLUSIONS

The conclusions derived from the findings of the study are summarised as under.

1. All the Agricultural Development Officers were in the age group of less than fifty years and majority of the respondents were belonged to middle age group.

2. A great majority (90.00 per cent) of the Agricultural Development Officers were Agricultural graduates.

3. A great majority (93.64 per cent) of the respondents belonged to farm family.

4. Most of the Agricultural Development Officers were married.

5. Majority (84.55 per cent) of the Agricultural Development Officers were posted in villages.

6. More than three-fourth (78.18 per cent) of the Agricultural Development Officers were having small to medium land holdings.
7. Most (98.18 per cent) of the Agricultural Development Officers belonged to rural background.

8. Majority of the Agricultural Development Officers were in the category of Rs.2500/- to Rs.3500/- per month as their salary.

9. More than two third (69.09 per cent) of the Agricultural Development Officers were staying at their headquarters.

10. More than two third (70.00 per cent) of the Agricultural Development Officers were having medium service experience.

11. A good majority (67.18 per cent) of the Agricultural Development Officers had acquired training.

12. Majority (57.27 per cent) of the Agricultural Development Officers were having 3 to 4 villages as their area of jurisdiction.

13. More than one half (57.27 per cent) of the Agricultural Development Officers were posted more than 30 KM away from their native places.

14. About one half (50.91 per cent) of the Agricultural Development Officers had medium level of job perception.

15. Nearly one half (46.36 per cent) of the Agricultural Development Officers belonged to medium level category of job performance.

16. It was observed that there was found significant association of characteristics like, education, father's occupation, land holding, area of jurisdiction and stay at headquarters with the job performance of Agricultural Development Officers.
17. There was no association of characteristics like age, experience, training acquired, distance from native place and salary with the job performance of Agricultural Development Officers.

5.7 IMPLICATIONS

1. The scale used for the investigation could be very much helpful to know the job perception and job performance of the Agricultural Development Officers working in other districts of the State.

2. The analysis of socio-economic and personal characteristics indicate that characteristics, like education, father's occupation, land holding, area of jurisdiction and stay at headquarters had shown significant association with job performance of Agricultural Development Officers. Whenever possible the Agricultural Development Officers may be selected (appointed) from young to middle age group, having higher educational qualification (preferably M.Sc. (Agri.)) coming from farming community and having rural background and experience of working on their own farms.

3. The study reveal that stay at headquarters by Agricultural Development Officers shown highly significant association with their job performance. Therefore Department of Agriculture, Haryana should provide residential facilities to Agricultural Development Officers there on their headquarter to improve in their job performance.
4. The suggestion offered by the Agricultural Development Officers may be implemented by the Department of Agriculture, Haryana, for their better job performance.

5.8 SUGGESTIONS FOR THE FUTURE STUDY

In light of the findings of the study, following studies can be undertaken to explore more in the area of job perception and job performance.

1. Similar investigation may be conducted in other parts of the state (in other districts) and in other states of the country operating T&V system, so that results of the study can be strengthened.

2. Similar type of study may be conducted with more variables which have not been included in this study in the same area.

3. Similar study on the job perception and job performance of C.A.C. and S.M.S. may be undertaken.

4. Some characteristics of the Agricultural Development Officers other than those considered in this study, might be affecting Agricultural Development Officers job performance, they should be identified and their association with job performance as well as relative contribution on the level or job performance be ascertained.
REFERENCES


Anonymous (1965). "Report of the Intensive Agricultural District Programme Team to Japan and Phillipines Govt. of India".


* Original not seen.
APPENDIX

"A STUDY ON THE JOB PERCEPTION AND JOB PERFORMANCE OF AGRICULTURAL DEVELOPMENT OFFICERS WORKING IN T&V SYSTEM IN THREE DISTRICTS OF HARYANA STATE"

INTERVIEW SCHEDULE

PART - I

Socio-economic personal characteristics of Agricultural Development Officers

1. Name: ____________________________________________
2. Age : _________ (years)
3. Educational qualification:
   a. B.Sc.(Agri.) ( )
   b. M.Sc.(Agri.) ( )
   c. Ph.D. ( )
   (Mention subject in case of M.Sc. or Ph.D.)
   (Please ( ) tick from which category you belong in all the questions)
4. Place of posting:
   i. Village _________ ( )
   ii. Tehsil _________ ( )
   iii. District _________ ( )
5. Father's occupation
   a. Agriculture ( )
   b. Non-agriculture ( )
6. Land holding _________ acres
7. Marital Status:
   a. Married ( )
   b. Unmarried ( )

8. Background:
   a. Rural ( )
   b. Urban ( )

9. Residential facility at Headquarter  Yes/No
   (Provided by Government)

10. Salary
    a. Upto Rs.2500/- ( )
    b. Rs.2501/- to Rs.3500/- ( )
    c. Above Rs. 3500/- ( )

11. Stay at headquarter:
    a. At the headquarter ( )
    b. Elsewhere ( )

12. Area of jurisdiction
    a. No. of villages ________
    b. No. of farming family ________

13. Service experience
    a. As A.D.O. ________years
    b. Any other ________years

14. Training given by Department (T&W System)
    a. One week training ________
    b. Two week training ________
    c. One month training ________
    d. More than one month________
15. Distance of present place of posting from the native place:
   a. Upto 10 KM  
   b. 11 to 20 KM  
   c. 21 to 30 KM  
   d. More than 30 KM

**PART - II**

**JOB PERCEPTION OF AGRICULTURAL DEVELOPMENT OFFICERS**

The following are the jobs of Agricultural Development Officers. You are requested to tick ( ) mark each job item in five continuum i.e. 'Most often' 'often', 'sometimes' 'seldom' and 'never'. This endeavour is being attempted in relation to a student's research project, and has nothing to do with any kind of evaluation, kindly feel free while giving your response.

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Jobs</th>
<th>Most often</th>
<th>Often</th>
<th>Sometimes</th>
<th>Seldom</th>
<th>Never</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
</tbody>
</table>

1. You should divide your circle into eight groups

2. You should select about 10% of farmers as contact farmers

3. You should select 8 to 10 farmers in each group

4. The contact farmers of each group should proportionately represent range of farm size (small, medium, large etc.)
5 Contact farmers should be practising skilled farmers. Absentee landlords people with full time occupation like teacher, shop-keeper, businessmen etc, should not be selected as C.F.

6 Contact farmers should be willing to consider the practices recommended by A.R.C. to adopt some of them atleast in part of their land. Other farmers should visit their fields to observe the practices.

7 The fellow farmers should be widely dispersed. They should be identified on the basis of the location of their field.

8 If contact farmers have been selected properly it should not be changed. However, as soon it is apparent that the contact farmer is no longer able to interested to meeting the A.D.O. He should be changed.

**Visits**

9 The A.D.O. should visit fixed regularly scheduled visits to farmers field.

10 The A.D.O. should visit each (unit) every fortnight.

11. The A.D.O. should be meet to contact farmers at their fields not at home.

12. The A.D.O. should tell the farmers. The specific recommendations for the current fortnight relevant to crops grown.
The A.D.O. should demonstrate operations included in recommendations such as, plant spacing, fertilizers application or spraying. He should do things, himself as demonstration to the farmers.

The A.D.O. should spend most of the day on farmers field.

Fortnightly training

All the A.D.C.s should participate in one full day of training each fortnight.

Fortnightly training should be the chief means of continuously upgrading the professional skill of extension worker and of influence confidence in them to meet farmers.

The A.D.C. should understand the recommendations and impact points, which should be used to convince farmers during coming fortnight.

The A.D.O. should bring the potential difficulty to the attention of S.M.S. he should report problems encountered in the field and solution should be discussed;

Farm trials and demonstration

The A.D.O. should conduct farm trials be simple. They should compare only two or three alternatives of relevance to the farmers.

The A.D.O. in whose area trial is to be conducted he should be responsible for laying out the trials, recording observations, and harvesting etc.
21 The A.D.O. should be allocated one or two farm trials per season in his circle.

22 The small local demonstrations should far more effective than large scale, externally organised and operated demonstrations.

23 The A.D.O. should organise mini field, days for his groups to show as many farmers as possible, the results of recommended practices. Encourage farmers to participate in these and other field days.

Daily diary and other office record.

24 The daily diary of A.D.O. should have a handy record of relevant basic data of his circle.

25 The A.D.O. should record the problem and farmers reactions to extension recommendations.

26 The daily diary should have main recommendations and impact paints from fortnightly training. This should also serve as day-to-day guide.

27 The diary of A.D.O. should indicate visit schedule of the group to be visited on each day.

28 The A.D.O. should complete the daily visit page in the field during each visit daily.

29 The A.D.O. should have complete records of demonstrations and farm trials etc.

30 The A.D.O. should report other official reports required by the office regularly.
Supporting duties

31 The A.D.O. should use the unscheduled days in each fortnight visits to farmer group that were missed on the scheduled visit day.

32 The A.D.O. should become familiar with demand and supply of inputs and also market conditions and advise farmers accordingly.

33 The A.D.O. should assist in crop cutting experiments.

34 The A.D.O. should attend other work assigned by higher authorities of deptt.

---

PART - III

JOB PERFORMANCE OF AGRICULTURAL DEVELOPMENT OFFICERS

Please put the check mark ( ) under the appropriate column against each statement of various job activities you perform as Agricultural Development Officer.

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Statements</th>
<th>Always</th>
<th>Some-</th>
<th>Not at all</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Contact farmers</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Statements</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Have you divided the farmers of your circle in eight groups?</td>
</tr>
<tr>
<td>2 Have you selected 10 per cent farmers as contact farmers?</td>
</tr>
<tr>
<td>3 Have you selected 8 to 10 farmers from each group?</td>
</tr>
<tr>
<td>4 The contact farmers of each group must proportionately represent range of farm size (small, medium and large)</td>
</tr>
</tbody>
</table>
5 The contact farmers must be practising skilled farmers. Absentee landlords people with full time occupation like teacher, shopkeeper etc. must not be selected.

6 Contact farmers are willing to consider the practices recommended by A.D.O. to adopt some of them at least a part of on, on their land. Let other farmers visit their field observe the practices.

7 The contact farmers must widely dispersed throughout the group area. They must be identified on the basis of the location of their field.

8 If contact farmers have been selected properly it must not be changed. However as soon as it is apparent that contact farmers no longer able or interested in meeting the A.D.O. he must be changed.

Visits

9 The A.D.O. must visit fixed regularly scheduled visits to farmers field.

10 The A.D.O. must visit each group (unit) every fortnight.

11 The A.D.O. must meet to contact farmers at their field not at home.

12 The A.D.O. must tell the farmers the specific recommendations for the current fortnight relevant to crops grown.

13 The A.D.O. must also demonstrate operations included in recommendations, such as plant spacing, fertilizer application or spraying, he must do himself as demonstration to the farmers.
Spend most of the time of field visit on farmers field.

**Fortnightly training**

All A.D.O.s must participate in one full day of training each fortnight.

Fortnight training is the chief means of continuously up-grading the professional skills of extension worker and infusing confidence in them to meet farmers.

The A.D.O. must understand the recommendations and impact points which is used to convince farmers during coming fortnight.

Bring the potential difficulty to the attention of S.M.S. report problems encountered in the field and discuss solutions.

**Farm trials and demonstrations**

The A.D.O. must conduct farm trials, be simple. They should compare only two or three alternatives of relevance to the farmers.

The A.D.O. in whose area a trials is conducted is responsible for laying out the trial, recording observations and harvesting etc.

The A.D.O. should be allocated one or two farm trials per season in his circle.

The resulting very numerous, small, local 'demonstrations' are far more effective than large scale, externally organised and operated demonstrations.
23 The A.D.O. should organise mini-field days for his groups to show as many farmers as possible the results of recommended practices, encourage farmers to participate in these and other field days.

**Daily diary and other office records**

24 The daily diary of A.D.O. is a handy record of relevant basic data of his circle.

25 The A.D.O. must record the problems, and farmers reactions, to extension recommendations.

26 The daily diary contains main recommendations and impact paints from fortnight training. It also serves as day to day guide.

27 The daily diary of A.D.O. indicate visit schedule of the group to be visited on each day.

28 The A.D.O. must complete the daily diary (daily visit page) in the field during each visit daily.

29 The A.D.O. must have to complete records of demonstrations and farm trials etc.

30 The A.D.O. must report other official reports required by the office regularly.

**Supporting duties**

31 Use the unscheduled days in each fortnight visits to farmer group that were missed on the scheduled visit day.

32 Become familiar with demand and supply of inputs and also market conditions and advise farmers accordingly.
33 Assist in crop cutting experiments

34 Attend any other work assigned by higher authorities of the Deptt.

**PART - IV**

Please suggest the best possible ways to improve the present level of job performance in transferring new Agricultural Technology under the T&V System.

<table>
<thead>
<tr>
<th>Sr.No.</th>
<th>Suggestions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td></td>
</tr>
</tbody>
</table>